



# **Community Strategic Plan**

Township of Champlain

**DRAFT**



LETTER FROM THE MAYOR to be added

Pictures of all Council Members to be added



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# 1. Executive Summary

Incorporated on January 1, 1998, through the amalgamation of West Hawkesbury Township, Longueuil Township, Town of Vankleek Hill, and the Village of L'Original, the Township of Champlain offers a long and unique history with deep connections to its traditional industries and bilingual past. The Township is at a literal and figurative crossroads sitting between Ottawa and Montreal. It offers a mix of urban and rural living amplified through its cultural assets, architecture, and natural beauty.

Like many communities across Canada, the Township of Champlain is faced with both opportunity and challenges, driven in part by economic and demographic forces that will influence community population and business footprint in the coming years. COVID has significantly impacted remote work as employers adapt to restrictions limiting on-site workplaces and has driven a housing shortage. As workers are less constrained by where they live, many opt to relocate to smaller communities and work remotely. Businesses are discovering opportunities to reduce their physical spaces, instead opting for a smaller footprint and venturing into online product and service offerings.

The Township of Champlain has recognized the opportunity to establish a community-informed Strategic Plan that will proactively respond to the changing dynamics and reflect on the municipal vision, mission, guiding principles, and strategic priorities and objectives. As new residents relocate to the community and opportunities are presented through the economic recovery, the Strategic Plan positions the Township well to be responsive and visionary in its future. Recognizing the importance of sustainable economic growth to the Township's future, an economic development strategy was created simultaneously with the Corporate Strategic Plan. In doing so, the Township has ensured a shared roadmap that will inform decisions, budgets, and departmental business plans.

Respecting the importance of collective input into the strategic planning process, an extensive research and engagement process was undertaken to inform and influence strategy development. Council was engaged on four occasions to provide direction for the strategy, and staff and community engagement was inclusive and meaningful. A survey of residents showcased the need for leadership and a stronger community identity. Detailed interviews provided specific ideas for the focus the Township should take towards its desired future. Township management and frontline staff offered insightful perspectives into the day-to-day operation of local government and valuable suggestions for continuous improvement.

Resulting from the collective input, the Township arrived at its Mission Statement, the description that outlines the Municipality's reason for existing:

*To lead the delivery of quality and efficient services that establish our Township as a welcoming, healthy community for residents, businesses, and visitors.*

A recognition of the past and transparent leadership securing a prosperous future was identified. The Township Council incorporated the aspirations of the community into its Vision Statement:

*The Township of Champlain is dedicated to a safe and prosperous community, and a quality lifestyle achieved through our collective, caring leadership, and our bilingual heritage.*

Council agreed on guiding principles that encompass the values of the community, providing a lens through which to evaluate all decisions, extending beyond the life of the strategic plan. These include:

*Transparency and Accountability; Respectful, Healthy and Safe Workplace; Leadership; Service Excellence; Professionalism and Efficiency*



Based on the feedback from Council, staff, residents, and businesses, a set of strategic themes emerged. These overall pillars, upon which the rest of the strategy is built, support creating a community brand reflective of the collective vision. Those strategic themes are:

- Community Identity and Tourism Brand
- Community Infrastructure
- Value of Services
- Sustainable Development
- Broadband Infrastructure

Goals and objectives accompany each priority area, supporting strategy implementation and monitoring. The following pages of the Community Strategic Plan describe the goals and objectives in greater detail and offer tips on implementation and performance measurement.



## 2. Methodology

Specific scales of analysis have been used to assess the Township's strengths, opportunities, and economic capacity. Input has been gathered through data collection and engagement activities. A summary of each assessed component is presented in the following list, with detailed results available in the technical documentation accompanying this strategy. The research and engagement activities listed below were instrumental in developing the SOARR analysis, which grounds the strategy in local intelligence, data, and insight.



**Environmental Scan, Situational Analysis and Common Themes Matrix:** Relevant strategic and policy documents were assessed to understand the critical and common themes summarized in the matrix. The review includes relevant industry publications, leading research related to development issues, technology impacts and talent attraction in a globalized and evolving market.



**Community Economic Analysis:** Statistics Canada data from various sources paints a portrait of the Township's social and economic composition, including population, housing, living, income, education, employment, industries and occupations, and business characteristics.



**SOARR Analysis:** A Strengths, Opportunities, Aspirations, Risks, and Results (SOARR) Analysis has been applied to the results of all research and engagement activities, and a report has been developed and vetted by the community.



**Stakeholder Engagement and Consultations:** Various stakeholder engagement activities were conducted to understand the challenges, opportunities, solutions, and aspirations directly from the Township's residents.



### 2.1.1 Stakeholder Consultations

Stakeholder consultation is essential to understanding the needs and perspectives of stakeholders in the region. It shapes the nuanced understanding of the Township and assists in grounding elements of the strategic planning process. The following engagement and consultation activities have contributed to this initiative and are reflected in the SOARR Analysis found on the following pages. The complete input summary report and engagement activity reports are provided in the technical document.



**Township Managers Workshop:** A workshop was conducted to garner direct input from Township Managers to support the strategic plan.



**Frontline Staff Online Survey:** A total of 45 frontline staff at the Township of Champlain completed an online survey and provided their input on the Township's operations.



**Council and Management Workshops (4):** Four sessions have been held with the Township's management team and Council throughout the project. These sessions were designed to gather feedback at each stage of the project process and develop the Mission, Vision, Guiding Principles and Strategic Goals that anchor the Corporate Strategic Plan and Economic Development Strategy.



**Resident and Business Survey:** Surveys were completed in the Township through 290 online interviews; 84 respondents were business owners or managers. This survey was essential in understanding the community's aspirations and perceptions of the services and opportunities that exist in the Township.



**Business Workshops (2):** A total of 23 local businesses and community stakeholders participated over two sessions the week of April 26 to discuss their perspectives on potential opportunities for economic development in the Township of Champlain.



**Key Informant Interviews:** A total of 12 key informant interviews and 22 Council and Management interviews were completed during this project. These interviews were designed to identify strengths, concerns, opportunities, and aspirations to grow the local economy and strengthen the community.



**Public Forums:** To date, one public forum has been live-streamed and recorded on YouTube to share a project update with the community and solicit input. A second public forum is scheduled for late June to offer further updates and opportunities for input.



**Management and Council Sessions (2):** After completing the draft strategies, two sessions were conducted with the management team and Council to gather input and ensure the leadership of Champlain fully supports the final strategy.



# 1. SOARR Analysis

A SOARR Analysis is a forward-looking model, taking elements of what would traditionally be affiliated with strengths, weaknesses, opportunities, and threats analysis. Using insights gained through stakeholder consultations and other research, SOARR informs the community's most desired future and how to know when aspirations have been achieved. It represents a summary of the key learnings that will inform the Economic Development Strategies' action and implementation plans.

<b>S</b>	<b>Strengths</b> What can we build on?	<ul style="list-style-type: none"><li>• What are we doing well?</li><li>• What key achievements are we most proud of?</li><li>• What positive aspects have individuals and enterprises commented on?</li></ul>	
<b>O</b>	<b>Opportunities</b> What are our best possible future opportunities?	<ul style="list-style-type: none"><li>• What changes in demand do we expect to see in the future?</li><li>• What external forces or trends may positively affect development?</li><li>• What are the key areas of untapped potential?</li><li>• What weaknesses or threats can be converted into SMART improvements?</li></ul>	
<b>A</b>	<b>Aspirations</b> What do we care deeply about achieving?	<ul style="list-style-type: none"><li>• What are we deeply passionate about?</li><li>• What difference do we hope to make for businesses, residents, and institutions?</li><li>• What does our preferred future look like?</li></ul>	
<b>R</b>	<b>Risks</b> How will we recognize and mitigate or eliminate potential risks?	<ul style="list-style-type: none"><li>• What challenges do we need to be aware of?</li><li>• What policy shifts could impact our aspirations?</li><li>• What contingencies should be in place address threats or consequences?</li></ul>	
<b>R</b>	<b>Results</b> How will we know we are succeeding?	<ul style="list-style-type: none"><li>• What are the key goals we would like to accomplish in order to achieve these results?</li><li>• What meaningful measures will indicate that we are on track toward achieving our goals?</li><li>• What resources are needed to implement our most vital projects and initiatives?</li></ul>	



## STRENGTHS

What can we build on?

- What are we doing well?
- What key achievements are we most proud of?
- What positive aspects have individuals and enterprises commented on?

**Artistic and Cultural History:** The Township is home to a deep cultural history expressed through its architecture, recreation, festivals, and artists. The Township has a sense of community and shared cultural identity.

**Projected Growth in the Region:** The Township and United Counties of Prescott and Russell are projected to increase population growth and investment. These trends are expected to accelerate due to COVID-19.

**Bilingualism:** The high rate of bilingualism in the community makes it an attractive option to potential residents from either background and businesses that require bilingual employees.

### Key Sectors

- **Agriculture:** The Township has a long history of agricultural production with many businesses and a workforce that has expanded in recent years to include specialty food and beverage manufacturing.
- **Manufacturing:** The Township has a significant concentration of businesses and workforce in manufacturing, particularly in metal manufacturing.
- **Retail Trade:** The Township has a significant concentration of businesses and workforce in the retail trade sector.
- **Health Care and Social Assistance:** The Township has a significant concentration of businesses and workforce in the health care and social assistance sector, particularly in nursing and residential care facilities.
- **Tourism:** The Township has two distinct destinations L'Original and Vankleek Hill, each offering different amenities with a lot of tourism potential, including the growing commercial main street in Vankleek Hill and tourist attractions including beach access, festivals, events, art galleries, trails, cross country skiing and Beau's Brewery.

**Strategic Location and Transportation Infrastructure:** The Township sits an hour's drive from Ottawa and Montreal, benefiting from its proximity and access to transportation corridors.

### Resident Survey Results

- The top three reasons selected for what makes the Township of Champlain a great place to live or work were: Laidback and easy-going lifestyle; it is a safe community and access to nature.
- Overall, resident satisfaction of the services provided by the Township is intense at 84%, with 32% "Very Satisfied" and 52% "Somewhat Satisfied."
- The municipal services residents were most satisfied with were: Fire Services, Arena, Library, and Playgrounds and Parks.
- 76% of respondents agreed that the Municipality provided sufficient tools and information to participate and engage meaningfully in municipal matters.



### **Business Survey Results:**

- Overall, business satisfaction in the Township is high at 85%, with 14% "Very Satisfied" and 71% "Somewhat Satisfied."
- The factors businesses were most satisfied with were: Provincial roads and highways, local roads and streets, and water availability.

**Wide Variety of Lifestyles and Quality of Life Amenities:** The cost of housing in the Township is relatively lower than in Ottawa and Montreal, with a wide variety of built and outdoor recreation amenities. The Township offers a spectrum of housing types and lifestyle amenities that appeal to various potential residents. These elements provide diverse recreational opportunities and significantly raise the community's quality of place experience.



## **OPPORTUNITIES**

What are our best possible future opportunities?

- What changes in demand do we expect to see in the future?
- What external forces or trends may positively affect development?
- What are the key areas of untapped potential?
- What weaknesses or threats can be converted into SMART improvements?

**Embracing Technology:** Stakeholders have identified several opportunities to upgrade the Township's technology assets to improve service delivery.

**Infrastructure Development:** The need to develop investment-ready sites, expand and develop infrastructure in the industrial parks and attract investment. Sectors identified included manufacturing, food processing, and renewable energy. This also includes an identified need to improve fibre connectivity in the Township.

**Raising the Township's Profile:** Developing a focused message beyond the quality of life and promoting business success stories emphasizes strengths and growth of measurable indicators.

**Business Retention and Expansion:** A resident and business survey identified the following opportunities:

- The strategic priorities that are most likely to increase business satisfaction were availability of funding programs for business and property improvement, Availability of post-secondary programming that aligns with business needs, and Availability of health and medical services.
- The survey revealed 31 businesses that could use the Townships support based on their plans for the next two years.
- Thirteen businesses planned to expand and could potentially use support in this expansion.
- Eighteen businesses indicated that they were downsizing, relocating, selling, or closing. These businesses could potentially use support to change their course or help succession planning.

**Entrepreneurship Support:** Develop programming to support new entrepreneurs in the community and convert historic buildings into businesses through renovation and façade improvement grants.



**Improving the Development Process:** Business owners identified opportunities to improve the permit processing to include more in-depth overviews of the process in welcome packages for new small businesses.

**Supply Chain Opportunities:** Businesses in the Food Manufacturing and Tourism supply chain identified opportunities, including hops, malts, produce, and meat.

**Workforce Development:** Businesses and residents identified challenges in developing and recruiting talent.

**High-Speed Internet Infrastructure:** The Township needs high-speed internet to support online services, sales, remote working residents, and make the environment attractive to new businesses.

**Attracting residents / young people:** The Township needs to improve marketing to attract new residents and increase amenities for families and young people.

### Key Sectors

- **Agriculture and Value-added Agricultural Product Manufacturing:** Primary agriculture is active in the region and can attract agri-food processing/food manufacturing facilities and ag-tech companies.
- **Tourism Development:** Accelerate destination development in the Township, including agri-tourism, overnight stay options and customer service training.
- **Health services sector:** Residents identified the health services sector as an important growth opportunity in the region.

**Resident Survey Results:** The top five highest priority services affecting resident satisfaction were:

- Internet Connectivity
- Economic Development
- Road Repair
- Building Permits and Services
- Road Maintenance

**The top-rated issues that residents felt should receive the greatest attention from Mayor and Council were:**

- Growth, Development and Employment
- Roads
- Greenspace Environment and Recreation
- Lower Taxes
- Communication/Transparency
- Internet Infrastructure

**Business Survey Results:** The top five highest priority services affecting business satisfaction were:

- Availability of funding programs for business and property improvement.



- Availability of post-secondary programming that aligns with business needs.
- Availability of health and medical services.
- Availability of appropriate work-related training.
- Availability of skilled labour.



## ASPIRATIONS

What do we care deeply about achieving?

- What are we deeply passionate about?
- As a region, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?
- What does our preferred future look like?

**Transparent Leadership:** Residents indicated a desire for a community vision that they can support; they want to know a plan is in place and how they can be involved.

**Shared Community Identity:** Stakeholders indicated a desire to see a stronger shared community identity as the Township of Champlain. Many feel that residents currently are more connected to their towns, not the broader community.

**Sustainable Population and Business Growth:** Residents have identified that growth in the community is a high priority but should be compatible with preserving environmental amenities (Trails, Forests) and local culture. Residents want to see their communities grow sustainably and attract residents that integrate into the social fabric.

**Municipal Buildings Improvement:** Stakeholders identified several municipal buildings that require repair or replacement. They would like to see these enhancements also improve service delivery and inclusivity in the community.

**Infrastructure Investment:** Stakeholders want to see the community embrace growth but guide where investment locates through targeted infrastructure investments.

**Technology Upgrades / Online Automation:** Stakeholders in the community want to see increased adoption of technology by the Township to improve service delivery. This includes streamlining and enhancing the development process.

**More Attractions and Community Amenities:** Stakeholders would like to see growth in amenities and attractions that bring visitors to the community and enhance the quality of life for residents.

**Resident Survey:** The top three words to best describe resident's vision for the future of Champlain were:

- Nature/Environment
- Safe
- Growth

**Promotion of the Township:** Residents feel that the Township is not well known outside the community and should be more aggressively marketed to attract new visitors, residents, and businesses.



**Mainstreet Development:** Continued enhancement of the two towns' commercial cores while preserving historical architecture is a key aspiration.

**Attract and Retain Workforce:** Stakeholders want to see improvements in connecting local talent to jobs and building a quality of place that encourages students who have moved away to return as young adults.

**Community Growth:** Stakeholders want more people visiting and working in the Township, including entrepreneurs and supporting businesses. Residents do not want to live in a bedroom community.

	<b>RISKS</b> How will we recognize and mitigate or eliminate potential risks?	<ul style="list-style-type: none"><li>• What challenges do we need to be aware of?</li><li>• What policy shifts could impact our aspirations?</li><li>• What contingencies should we have in place to address threats or unexpected consequences?</li></ul>
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**Broadband Connectivity:** Stakeholders want better internet infrastructure for their current and future needs.

**Infrastructure and Fiscal Responsibility:** Stakeholders want the Township to invest in the community's infrastructure but are also concerned about rising taxes and creating a conflict between the desire for action and reducing costs.

**Buildings and Maintenance:** Several municipally-owned buildings require upgrades or replacement, putting the services housed in those facilities at risk of being interrupted (e.g. Library).

**Rising Housing Prices:** New development and residents relocating from cities have caused rising prices throughout the Township, creating concerns that young people may be challenged to find local housing.

**NIMBYism and the Impact of Green Policies:** There are anti-development sentiments in the community that could slow growth, balancing the need for growth with preservation.

**Access to Capital:** Without adequate capital for investments in infrastructure, services, and local entrepreneurs, Champlain risks missing economic growth opportunities.

**Lack of Leadership:** Consultation reveals that there is no clear understanding of the vision for the community and how everyone fits in the long-term economic development of the Township.

**Business Survey Results:** The factors with the lowest levels of satisfaction were:

- Availability of post-secondary programming that aligns with business needs.
- Availability of funding programs for business and property improvement.
- Availability of health and medical services.
- Availability of appropriate work-related training.

**Shared Identity:** Stakeholders feel the Township does not have a strong shared identity, which hinders its ability to attract tourists, businesses, and residents effectively.

**Lack of Investment Ready Land:** The Township does not have a ready supply of investment-ready (serviced) industrial or commercial land, severely limiting the community's ability to attract investment.



**Language:** Bilingualism is not always the case in the Township, and serving guests in both languages can be difficult for businesses and slows their acceptance in the community.

**Lack of Amenities:** Stakeholders indicated the Township needs to increase the number and awareness of community assets for tourists and locals, including access to childcare. Without these amenities, it will continue to be challenging to attract investment and workforce.

**Retaining Workforce:** Business stakeholders indicated that training and retaining a workforce is a challenge; this limits their ability to maintain and grow their operations.

**Development Processes:** Stakeholders indicated the current building permit process, particularly for old buildings, is difficult and expensive with long timelines.

**Internet Access:** There is poor internet access, speed, and reliability throughout the Township, critical factors in attracting residents and businesses.

**R** **RESULTS**  
How will we know we are succeeding?

- What are the key goals we would like to accomplish in order to achieve these results?
- What meaningful measures will indicate that we are on track toward achieving our goals?
- What resources are needed to implement our most vital projects and initiatives?

**Tax Base Ratio:** By tracking and balancing the rates of commercial, residential, and industrial assessment, the Township can track the success of overall economic development efforts.

**Business Owner Satisfaction:** Ongoing tracking of local business satisfaction and intervention success rates, including businesses retained, jobs created, and investment supported.

**Small Business and Entrepreneurship Support:** The availability of entrepreneurship support programming (workshops, consultations, grant assistance and wins) and companies, jobs, and investment supported through the start-up ecosystem.

**Proactive, Targeted Development:** A vision for new development coincides with the community's goals and an improved non-residential assessment ratio.

**Workforce Development:** Ongoing collaboration between municipalities, education providers and businesses to track labour force demand to understand/address sector or occupation pipeline needs.

**Sustainable Population Growth:** Growth and commensurate maintenance/expansion of lifestyle assets.

**Clear Vision and Leadership:** Achieving a well-understood positive vision for the community supports a sense of cohesion, shared values, and community.

**Community Connectivity:** Improved Township-wide participation in businesses supports networks and activation of business corridors.

**Growth of Tourism Assets:** Increasing the number of tourism assets, attractions, and workforce.



## 3. Mission, Vision, Guiding Principles and Strategic Themes

### 3.1 Mission

*To lead the delivery of quality and efficient services that establish our Township as a welcoming, healthy community for residents, businesses and visitors.*

### 3.2 Vision

*The Township of Champlain is dedicated to a safe and prosperous community, and a quality lifestyle achieved through our collective, caring leadership, and our bilingual heritage.*

### 3.3 Guiding Principles

Guiding principles (Figure 1) provide a broad philosophy that encompasses the values of the community and the Municipality. They serve as a lens through which to evaluate all decisions, and they support the development of a culture where everyone understands what is essential. Guiding principles extend beyond the life of the strategic plan and ground strategy design and delivery.



Figure 1: Guiding Principles

Transparency  
and  
Accountability

*The Township is committed to fully transparent and accountable service with an emphasis on openness, listening, integrity and trust.*

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Respectful,  
Healthy and  
Safe Workplace

*The Township fosters a safe and respectful work environment that embraces inclusivity, diversity, and a safe and healthy workplace.*

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Leadership

*The Township demonstrates decisive leadership to prioritize opportunities, while applying an evidence-based decision process that reflects the best interest of the community.*

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Service  
Excellence,  
Professionalism  
and Efficiency

*The Township is committed to embracing innovation and technology to efficiently deliver services that provide the highest possible value and return on investment for residents and businesses.*

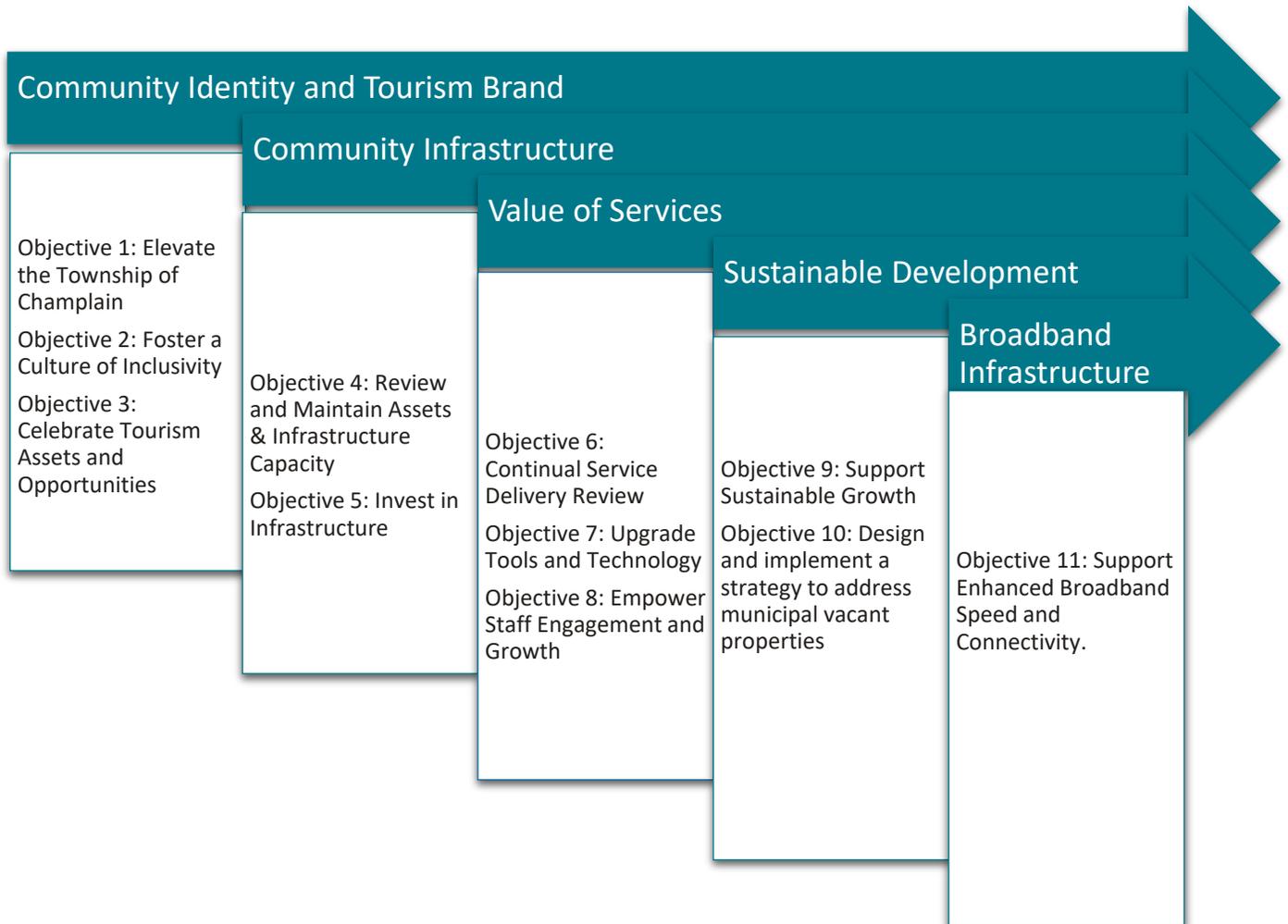
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### 3.4 Strategic Goals and Objectives

Priority areas identified during community engagement, interviews, and discussions with Council and staff were grouped into five relevant themes of strategic importance, using the Strengths, Opportunities, Aspirations, Risks, and Results (SOARR) Analysis, available in the Technical Report. These Strategic Themes and Priorities (Figure 2) act as a community brand and are used to develop the primary goals and objectives of the Community Strategic Plan for the Township of Champlain.

**Figure 2: Strategic Themes and Priorities**





## 4. Strategic Goals and Objectives

Building on the strategic directions, goals and objectives have been developed to help direct future planning. These goals reflected the vision and desired outcomes that emerged from the strategic planning process and gave a view into the various aspirations of the Township's stakeholders. The priority of sustainable development is influenced by the simultaneous development of the community economic development strategy. Recognizing economic development is the path to sustainable development, quality of life and investment attraction.

The action plan comprises five strategic goals, their respective objectives, and a series of actions and performance measures to guide implementation and monitoring. The timing of actions is articulated as short (within one year), medium (2 to 3 years), or long-term (4 years or more).

The five priority areas and their respective objectives are summarized below and spelled out in the frameworks on the coming pages.

**Figure 3: Strategic Goals and Objectives for the Community Strategic Plan**

<b>Community Identity and Tourism Brand</b>	<b>Objective 1: Elevate the Township of Champlain</b> <b>Objective 2: Foster a Culture of Inclusivity</b> <b>Objective 3: Celebrate Tourism Assets and Opportunities</b>
<b>Community Infrastructure</b>	<b>Objective 4: Review and Maintain Assets &amp; Infrastructure Capacity</b> <b>Objective 5: Invest in Infrastructure</b>
<b>Value of Services</b>	<b>Objective 6: Continual Service Delivery Review</b> <b>Objective 7: Upgrade Tools and Technology</b> <b>Objective 8: Empower Staff Engagement and Growth</b>
<b>Sustainable Development</b>	<b>Objective 9: Support Sustainable Growth</b> <b>Objective 10: Design and implement a strategy to address municipal vacant properties</b>
<b>Broadband Infrastructure</b>	<b>Objective 11: Support Enhanced Broadband Speed and Connectivity.</b>



### 4.1.1 Strategic Goal #1 – Community Identity and Tourism

The Township of Champlain's communities are unique, with a rich history as separate entities; the Township needs to leverage this shared culture to support a clear identity.

Objectives	Actions	Timing	Cost
<b>Objective 1: Elevate the Township of Champlain</b>	Celebrate the Township of Champlain through clear, consistent messaging and positive reinforcement of community strengths and assets as attractors for residents, businesses, and tourism.		
	Continue to develop a multi-channel communications strategy to share information and engage with citizens, staff, and regional partners (PREDT).		
	Support Champlain's identity by facilitating connections between community and landscape and reinforcing a feeling of belonging among those who work in and make Champlain their home.		
<b>Objective 2: Foster a Culture of Inclusivity</b>	Support local facilities, programs, and amenities that enable all residents to access and participate in recreation, understand and appreciate local heritage, and enjoy and celebrate local culture.		
	Improve and promote physical, economic, and social links between L'Original, Vankleek Hill, the farms and rural areas.		
<b>Objective 3: Celebrate Tourism Assets and Opportunities</b>	Support a community culture that welcomes visitors, residents, and businesses, through collaboration, initiatives, and planned experiences with local service clubs, community groups, businesses, and residents.		
<b>Performance Metrics</b>			
<p><b>Qualitative</b></p> <ul style="list-style-type: none"> <li>▪ Sense of community belonging Measured by percentage of citizens that answered "very" or "somewhat strong" sense of community belonging in a survey.</li> </ul> <p><b>Quantitative</b></p> <ul style="list-style-type: none"> <li>▪ Recreation &amp; Culture Participation</li> <li>▪ Facility Visitors/Library Card Holders</li> <li>▪ Measuring visits year over year</li> <li>▪ Volunteer Engagement</li> </ul>			



### 4.1.2 Strategic Goal #2 – Community Infrastructure

Through forward-thinking planning, the Township of Champlain ensures that the communities' infrastructure needs are met now and in the future.

Objectives	Actions	Timing	Cost
<b>Objective 4: Review and Maintain Assets &amp; Infrastructure Capacity</b>	Continue to manage Township assets, projects, programs, and services through appropriate budgeting, planning, forecasting, and reporting.		
	Continue to prioritize the current usage and efficiency of facilities and assets.		
<b>Objective 5: Invest in Infrastructure</b>	Continue to secure grant funding and community contributions toward significant capital expenditures and programs.		
	Continue to work with regional partners to lobby senior levels of government for financial support of community amenities, services, and programs.		
<b>Performance Metrics</b>			
<b>Qualitative</b> <ul style="list-style-type: none"> <li>▪ Community perception of infrastructure</li> <li>▪ Customer experience</li> </ul> <b>Quantitative</b> <ul style="list-style-type: none"> <li>▪ Total municipal debt</li> <li>▪ Spending</li> <li>▪ Tax increase</li> <li>▪ Tax rates benchmarked against comparator communities</li> </ul>			



### 4.1.3 Strategic Goal #3 –Value of Services

The Township of Champlain is a transparently efficient organization that embraces innovative practices and tools to enhance capacity to deliver services, programs, initiatives, and projects.

Objectives	Actions	Timing	Cost
<b>Objective 6: Continual Service Delivery Review</b>	Explore formal and informal opportunities to collaborate across departments for expanded service delivery, reduced cost, and improved community benefit.		
	Ensure ratified recommendations in reports and plans are acted upon on a priority basis to inform annual budgets.		
	Establish a continual service delivery review process that rewards improving return on investment for Township services.		
<b>Objective 7: Upgrade Tools and Technology</b>	Utilize technology to support the development of service-driven policies and streamline processes.		
	Invest in technology systems to support service delivery (e.g., client relationship management software for business retention and expansion services.)		
	Explore accessing software licences through intermunicipal and provincial programming. (e.g., EMSI through the province of Ontario)		
<b>Objective 8: Empower Staff Engagement and Growth</b>	Promote a culture that serves and professionally engages internal and external customers by supporting staff decision-making and procedural design.		
	Encourage Township staff to propose, pilot and use cost-effective tools, technology, software, and systems.		
<b>Performance Metrics</b>			
<b>Qualitative</b> <ul style="list-style-type: none"> <li>▪ Customer experience</li> <li>▪ Programs &amp; Services Satisfaction</li> </ul> <b>Quantitative</b> <ul style="list-style-type: none"> <li>▪ Total municipal debt</li> <li>▪ Spending</li> <li>▪ Tax increase</li> <li>▪ Tax rates benchmarked against comparator communities</li> </ul>			



#### 4.1.4 Strategic Goal #4 –Sustainable Development

The Township of Champlain is ready for investment opportunities, prepared for the changing needs of developers, and willing to take an active role in attracting new investment while retaining and expanding existing businesses.

Objectives	Actions	Timing	Cost
<b>Objective 9: Support Sustainable Growth</b>	Identify preferred expansion areas, sites, and buildings for Industrial, Commercial and Residential growth. Secure grants to develop feasibility studies and development timelines as per the Township’s official plan.		
	Provide data to regional databases to support investment attraction (A la Carte) and maintain local data to respond to investment inquiries, including (Available land, servicing, access, workforce etc.).		
	Collaborate with regional business retention and expansion programming by connecting businesses to support services.		
	Review the Township's land-use planning policies, business procedures, and protocols to enhance responsiveness and flexibility.		
<b>Objective 10: Apply a sustainability lens to all services and projects</b>	Design and implement a strategy to address municipal vacant properties.		
	Apply a sustainability lens to all services and projects by tracking environmental indicators (Tree Cover, Parkland, Farmland etc.).		
<b>Performance Metrics</b>			
<p><b>Qualitative</b></p> <ul style="list-style-type: none"> <li>▪ Perception of the community as business-friendly</li> </ul> <p><b>Quantitative</b></p> <ul style="list-style-type: none"> <li>▪ Number of businesses</li> <li>▪ Business licenses</li> <li>▪ The value of building permits</li> <li>▪ Household Income</li> <li>▪ Average home prices</li> <li>▪ Tree Canopy</li> <li>▪ Emissions</li> <li>▪ Recreational trails</li> <li>▪ Energy Consumption</li> <li>▪ Waste Diversion</li> </ul>			



#### 4.1.5 Strategic Goal #5 - Broadband Infrastructure

The Township of Champlain recognizes the vital role broadband infrastructure plays for residents and businesses in the community.

Objectives	Actions	Timing	Cost
<b>Objective 11: Support Enhanced Broadband Speeds and Connectivity.</b>	Lobby with Municipal Partners to advocate and facilitate the development of a broadband network, allowing businesses and residents to have the necessary access to internet connectivity.		
	Support Grant Funding for Broadband Infrastructure Investments.		
<b>Performance Metrics</b>			
<p><b>Qualitative</b></p> <ul style="list-style-type: none"> <li>▪ Business and Resident satisfaction with connectivity and speed</li> <li>▪ Community perception that the Municipality is focused on this issue</li> </ul> <p><b>Quantitative</b></p> <ul style="list-style-type: none"> <li>▪ Number of Households with connectivity</li> <li>▪ Average Internet Speeds</li> <li>▪ Number of relevant partnerships developed</li> <li>▪ Number of grants secured</li> </ul>			



## 5. Appendix

See separate technical report containing:

- a. Technical Report
- b. Consultation Summary Report