

# STRATEGIC PLAN

## 2023-2026



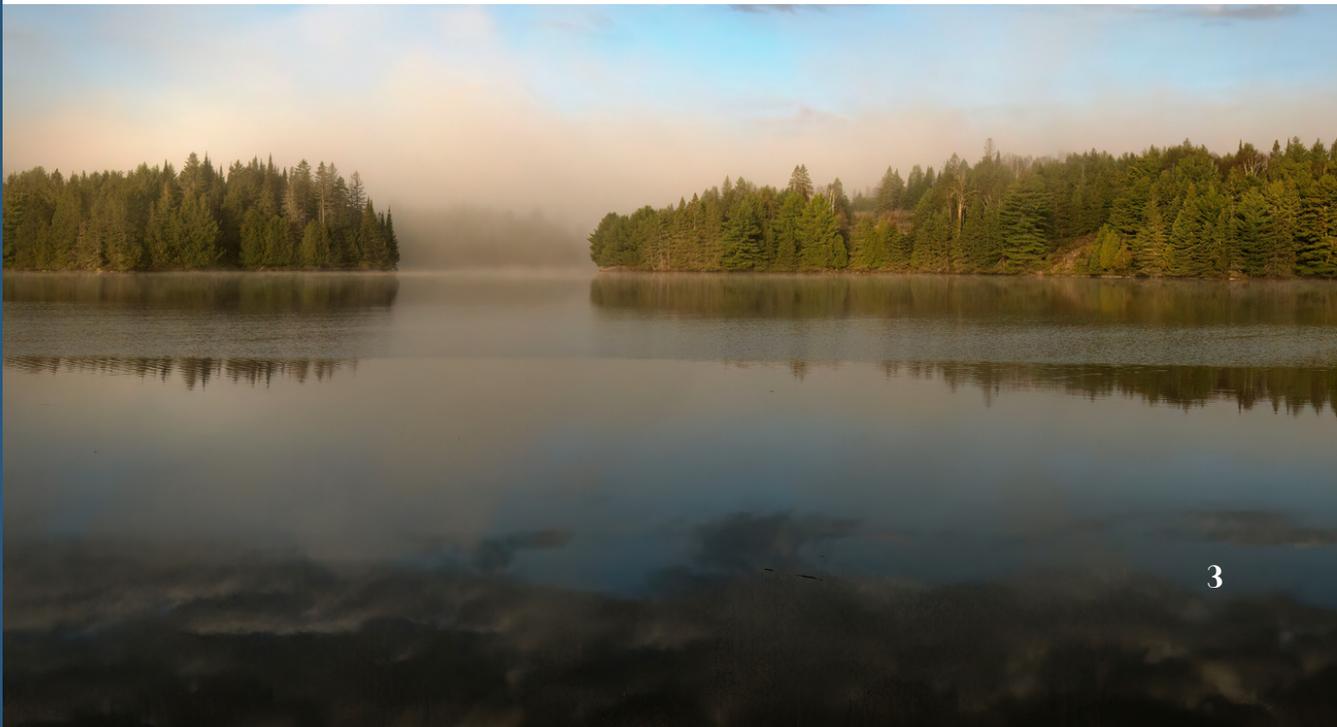


Facilitated by:  
Brian R. Parrott, CPA  
Susan Gesner, Gesner & Associates Environmental Learning

Photos Supplied by:  
Lesley Cassidy

# Contents

Land Acknowledgement	4
Message from Mayor and Council	5
Strategic Plan Process	7
Vision Statement	8
Mission Statement	8
Core Values	9
Strategic Goals	
1.0 Open Communication and Engagement	10
2.0 Growth Management	12
3.0 Culture and Wellness	14
4.0 Efficient and Effective Governance	16





## Land Acknowledgement

The Township acknowledges that we are on unceded traditional territory of the Algonquin People. We express our respect and support for their rich history, and we are extremely grateful for their many and continued displays of friendship. We also thank all the generations of people who have taken care of this land for thousands of years.



From left to right: Jeff Levesque, Lois Thomson, Rob Weir, Rob Tripp, Taylor Popkie

## Message from the Mayor and Council

We are pleased to present a strategic plan roadmap that will guide our growing community towards resilience and prosperity. As your elected representatives, it is both our duty and privilege to chart a course that ensures a vibrant, connected, and sustainable future for the Township of Greater Madawaska.

This plan was developed through collaboration and is built upon four pillars to reflect our vision for a thriving community:

- We believe that a transparent and engaged community is a resilient one. We are committed to fostering **open communication and engagement** and aim to create a collaborative environment where every voice is heard, valued, and considered.

- Sustainable and responsible growth is at the heart of our strategic plan. We recognize the importance of **growth management**, balancing development with preserving our unique identity and natural resources. By working collaboratively with developers, businesses, and residents, we aim to create a Township that grows strategically.
- A vibrant community nurtures the **culture and wellness** of its residents. Cultivating a strong sense of community and shared identity is integral to our vision of a Township that is not just a place to live but a place to belong.
- We recognize the importance of **efficient and effective governance**. By fostering a culture of continuous improvement and accountability, we aim to build a government that works for you—delivering effective and transparent services with integrity.

This Strategic Plan identifies meaningful objectives and actions to address current and future challenges. With it, we can establish priorities to maximize our available resources and ensure achievable, beneficial, and long-lasting outcomes.

We look forward to working with you to make this strategic plan a reality.

Sincerely,



# Strategic Plan Process

The Township of Greater Madawaska's Strategic Plan was developed with the support of Council, staff, rights holders, and key stakeholders, and it consisted of a thorough consultation process and in-depth situational analysis of Township plans and reports. The process included engagement with the community with two public online surveys completed by 753 respondents, 20 one-on-one phone interviews, three open house sessions, and planning sessions with the Council and Staff.

The initial public online survey and one-on-one interviews identified the following priorities:

- Need for recreation opportunities
- Connectivity concerns
- Affordable housing
- Health and community services
- Communication gaps
- Waterfront beautification
- Active transportation opportunities
- Aging infrastructure
- Managing growth while maintaining a sense of community

Council and Staff reviewed these priorities and identified four goals and associated objectives to address these concerns - Open Communication and Engagement, Growth Management, Culture and Wellness, and Efficient and Effective Governance. A second follow-up online survey and three open-house engagement sessions confirmed community support for these goals and objectives. Together with the associated action plans, this strategic plan charts a course for us to grow sustainably and clearly outlines our commitment for a positive future our community.



## **Vision**

The Township of Greater Madawaska strives to be an inviting, safe, and inclusive community that values and protects its rural character, heritage, and natural environment.

## **Mission**

We will deliver services and policies that reflect community needs through communication, collaboration, and engagement.



# Core Values

## **Accountability**

We are accountable for all our actions by defining policies and procedures that guide successful service delivery.

## **Transparency**

We promote an environment that embodies open and honest communication.

## **Respect**

We strive to ensure equal access, opportunity, and representation for all.

## **Innovation**

We foster municipal innovation by adapting to challenges with creativity and intention.

## **Sustainability**

We view all actions through a sustainability lens to ensure environmental and operational resilience.



# Goal 1.0

## Open Communication and Engagement



---

We will listen, share ideas, and engage the community with honesty and passion, using methods best suited to meet the needs of our diverse population

---

### Objectives:

1.1 Develop and implement a Communication and Engagement Strategy to streamline communication, engaging with all Township residents through various forms of communication.

# Action Plan - 1.0 Open Communication and Engagement

	<i>Objective</i>	<i>Action</i>	<i>Outcome</i>
1.1	Develop and implement a Communication and Engagement Strategy to streamline communication, engaging with all Township residents through various forms of communication.	Develop and implement a communication and engagement strategy.	<ul style="list-style-type: none"> <li>• Council approves a Communication and Engagement Plan.</li> <li>• Increased community participation in Township initiatives.</li> <li>• Resident satisfaction with increased communication and community engagement.</li> </ul>



## Goal 2.0

# Growth Management



---

We will plan for positive change and sustainable growth while maintaining the unique nature of the Township, balancing economic and infrastructure needs to support our growing community.

---

### Objectives:

2.1 Modernize and streamline the development process.

2.2 Regulate Short-Term Accommodations.

2.3 Advocate for increased connectivity.

2.4 Encourage mixed development, focusing on affordable, attainable, and purpose-built housing.

2.5 Develop a Township Brand and Marketing Strategy to attract and retain businesses that support our community needs.

2.6 Enhance tourism attracting people to support our business community.

# Action Plan - 2.0 Growth Management

	<i>Objective</i>	<i>Action</i>	<i>Outcome</i>
2.1	Modernize and streamline the development process.	Review, select and implement a system that tracks development applications and all related communication to ensure efficient and effective processing.	<ul style="list-style-type: none"> <li>• Development applications tracking system implemented.</li> </ul>
2.2	Regulate Short-Term Accommodations.	Review and recommend options for the regulation of short-term accommodations.	<ul style="list-style-type: none"> <li>• Council approves short-term accommodation recommendations.</li> </ul>
2.3	Advocate for increased connectivity.	Support initiatives to expand internet and cellular services in the Township.	<ul style="list-style-type: none"> <li>• Increased broadband connectivity across the Township.</li> </ul>
2.4	Encourage mixed development, focusing on affordable, attainable, and purpose-built housing.	Meet with local developers to discuss the Township’s housing needs.	<ul style="list-style-type: none"> <li>• Report to Council on initiatives to encourage mixed developments.</li> </ul>
		Develop a policy for attainable housing.	<ul style="list-style-type: none"> <li>• Council approves an attainable housing policy.</li> </ul>
2.5	Develop a Township Brand and Marketing Strategy to attract and retain businesses that support our community needs.	Develop and implement a marketing strategy.	<ul style="list-style-type: none"> <li>• Council approves a marketing and implementation strategy.</li> </ul>
2.6	Enhance tourism, attracting people to support our business community.	Create partnerships with businesses and tourism organizations to explore tourism opportunities.	<ul style="list-style-type: none"> <li>• Increased participation in tourism-related initiatives and associations.</li> </ul>
		Leverage new technology to promote and support tourism-based businesses.	<ul style="list-style-type: none"> <li>• New technologies utilized to promote tourism.</li> </ul>



## Goal 3.0

### Culture & Wellness



---

We will develop strategies that cultivate inclusion and connectedness to foster healthy behaviours and communities.

---

#### Objectives:

3.1 Create strategies to offer affordable and accessible recreation and leisure programming for all ages to benefit the community's wellness.

3.2 Improve the health and well-being services offered to residents to align with the community's needs.

3.3 Enhance the Township's Emergency Management Plan to promote safety awareness and ensure we are as emergency-ready and resilient as possible.

# Action Plan - 3.0 Culture and Wellness

	<i>Objective</i>	<i>Action</i>	<i>Outcome</i>
3.1	Create strategies to offer affordable and accessible recreation and leisure programming for all ages to benefit the community's wellness.	<p>Deliver accessible recreation and leisure programming for all ages to contribute to an active and healthy lifestyle.</p> <p>Leverage partnerships with neighbouring municipalities and community groups to enhance access to programming.</p>	<ul style="list-style-type: none"> <li>• Increased accessible recreation and leisure programming offered throughout the Township.</li> <li>• Resident satisfaction with recreation and leisure programming offered in the Township.</li> <li>• Report to Council regarding collaborative opportunities and recommend actions.</li> </ul>
3.2	Improve the health and well-being services offered to residents to align with the community's needs.	Partner with the County, Federal, and Provincial governments to expand health services in the community.	<ul style="list-style-type: none"> <li>• Additional health services offered in the community.</li> </ul>
3.3	Enhance the Township's Emergency Management Plan to promote safety awareness and ensure we are as emergency-ready and resilient as possible.	Develop and implement an emergency management program and communication strategy that considers all aspects of emergency preparedness.	<ul style="list-style-type: none"> <li>• Council approves an enhanced emergency management program</li> </ul>



## Goal 4.0

### Efficient & Effective Governance



---

We will review and implement policies and procedures that support effective and efficient governance, provided with uncompromising integrity for a culturally rich and diverse community.

---

#### Objectives:

4.1 Commit to the Asset Management Plan and Funding Strategy that supports long-term decision making and provides the desired service levels to the community.

4.2 Ensure that by-laws and policies reflect the current requirements of the Township.

4.3 Promote and encourage waste reduction and diversion to support a clean and healthy environment and reduce long-term waste management financial obligations.

4.4 Review Township services and human resource requirements to align with the community growth.

## Action Plan - 4.0 Efficient and Effective Governance

	<i>Objective</i>	<i>Action</i>	<i>Outcome</i>
4.1	Commit to an Asset Management Plan and Funding Strategy that supports long-term decision-making and provides the desired service levels to the community.	<p>Enhance the Asset Management Plan to meet the 2025 legislative requirements, which includes establishing current and proposed levels of service for all assets.</p> <p>Develop and implement a 10-year financial strategy that leverages all funding sources and ensures long-term financial sustainability.</p>	<ul style="list-style-type: none"> <li>• Council approves an Asset Management Plan that meets the 2025 requirements.</li> <li>• Council approves and commits to a 10-year Asset Management funding strategy.</li> </ul>
4.2	Ensure that by-laws and policies reflect the current requirements of the Township	Complete a by-law and policy review.	<ul style="list-style-type: none"> <li>• Council approves changes and additions to by-laws and policies.</li> </ul>
4.3	Promote and encourage waste reduction and diversion to support a clean and healthy environment and reduce long-term waste management financial obligations.	Identify options for businesses and residents to promote waste diversion.	<ul style="list-style-type: none"> <li>• Increase in waste diversion initiatives available to the residents.</li> </ul>
4.4	Review Township services and human resource requirements to align with the community growth.	Develop a plan and implementation strategy to address the current and future needs for services and human resources.	<ul style="list-style-type: none"> <li>• Council endorses an HR strategy to support services provided.</li> </ul>





The Township of Greater Madawaska  
19 Parnell Street  
Calabogie, ON KOJ 1H0

[www.greatermadawaska.com](http://www.greatermadawaska.com)