

June 2024

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Goal/Objective	Action Item	2024 Key Initiatives	Current Status	Target Completion
1.0 Open Communication and Engagement				
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.	 ✓ Identify communication and engagement gaps. ✓ Develop a strategy to address the communication gaps for Council consideration. 	In-progress	Q4 2024
2.0 Growth Management				
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.	 Research and identify a system best suited for the Township 	To be initiated	Q4 2024
2.2 Regulate Short-Term Accommodations.	Review and recommend options for the regulation of short-term accommodations.	 ✓ Host public engagement sessions. ✓ Township impact review. ✓ By-law recommendation. 	Completed	Q2 2024
2.3 Advocate for increased connectivity.	Support initiatives to expand internet and cellular services in the Township.	 ✓ Connect with EORN and Broadband providers to support increased connectivity across the Township. 	In-progress	2023-2026
2.4 Encourage mixed development, focusing on affordable, attainable, and purpose-built housing.	Meet with local developers to discuss the Township's housing needs.	 ✓ Relationship building to advocate for development that meets the Township's housing needs 	In-progress	2023-2026
	Develop a policy for attainable housing.	✓ Develop a policy for Council consideration	To be initiated	Q3 2025

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Goal/Objective	Action Item	2024 Key Initiatives	Current Status	Target Completion
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.	 ✓ Council endorses the marketing strategy and activity 	Completed	Q2 2024
2.6 Enhance tourism, attracting people to support our business community.	Create partnerships with businesses and tourism organizations to explore tourism opportunities.	 Relationship and identify opportunities to support local businesses better 	In-progress	2023-2026
	Leverage new technology to promote and support tourism-based businesses.	 ✓ Increase online presence in promoting tourism-based businesses 	In-progress	2023-2026
2.7 Develop a Village and Waterfront Master Plan	Council added initiative in 2024 – Details TBA		To be added	
3.0 Culture and Wellness				
3.1 Create strategies to offer affordable and accessible recreation and leisure programming for all ages to benefit the community's wellness.	Deliver accessible recreation and leisure programming for all ages to contribute to an active and healthy lifestyle.	 ✓ Launch the Recreation and Culture Committee ✓ Deliver two new programs in the Township to benefit all ages. 	In-progress	2023-2026
	Leverage partnerships with neighbouring municipalities and community groups to enhance access to programming.	 ✓ Identify and action opportunities to enhance programming. 	In-progress	2023-2026
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.	 ✓ Identify and support opportunities to improve health services. 	In-progress	2023-2026

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Goal/Objective	Action Item	2024 Key Initiatives	Current Status	Target Completion
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.	 ✓ Develop a Wildfire Emergency Plan ✓ Enhance emergency preparedness communication. ✓ Complete emergency- specific training 	Completed	Q4 2024
4.0 Efficient and Effective Governance				
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.	Enhance the Asset Management Plan to meet the 2025 legislative requirements, which includes establishing current and proposed levels of service for all assets.	 ✓ Establish a process for meeting the 2025 AMP requirements. 	In-progress	Q2 2025
	Develop and implement a 10-year financial strategy that leverages all funding sources and ensures long-term financial sustainability.	 ✓ Develop a 10-year funding strategy for Council endorsement. 	In-progress	Q4 2024
4.2 Ensure that by-laws and policies reflect the current requirements of the Township	Complete a by-law and policy review.	 Identify and recommend new and/or revised policy and by-laws. 	In-progress	2023-2026
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.	 ✓ Identify and recommend waste diversion initiatives for Council consideration. 	In-progress	2023-2026
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.	 Review current services, human resources, and alignment with service levels. 	To be initiated	Q4 2025

1.0 Open Communication and Engagement

1.1 Communication Plan

Key Initiatives

- Increased communications and engagement:
 - Weekly post on activities across the Township.
 - Fire Prevention and Education.
 - Starring photography submitted by residents.
 - Greater Madawaska Business Spotlight Initiative.
 - Community Engagement through surveys, working groups, public meetings, and stakeholder interviews for items impacting the community (Marketing Strategy, Short-Term Accommodation, Recreation and Culture).
 - Promoting Enterprise Renfrew County posts with resources to benefit local businesses.

2.0 Growth Management

2.1 Modernize and Streamline the Development Process

• Not Initiated

2.2 Review Short-Term Accommodations

Key Initiatives

- Council approved Licensing Short-Term Accommodations
- Presented to municipalities in the county regarding GM's approach to licensing STAs and reporting findings.
- Initiated the Greater Madawaska STA portal with Granicus Host Compliance, the compliance portal provider.

2.3 Advocate for Increased Connectivity

Key Initiatives

- Township connected with Bell to receive an update on high-speed internet coming to GM. The project is to be completed by the end of 2025. The Public Works Department is processing approvals quickly to progress Bell's project for high-speed internet.
- Township connected with EORN confirmed cell connectivity at the end of 2025.

2.4 Encourage Mixed Development

Key Initiatives

- Council land use training sessions.
- Council approved Staff to work with County in reviewing options for secondary official plan.
- Council representative and Staff attended the County of Renfrew Housing Summit.

2.5 Township Brand and Marketing Strategy

Key Initiatives

- Hired a new Community Development Coordinator (CDC), responsible for the development, administration, coordination, and overall management of community initiatives, which includes fostering economic community growth, engaging the community, communications strategies, working with businesses, and supporting community events.
- Council approved the Marketing Implementation Plan.
- Council approved the re-branding exercise.

2.6 Support Businesses and Enhance Tourism

Key Initiatives

- Registered with Ottawa Valley Tourism Association (OVTA) and attended the AGM.
- Council representatives and CDC attended and presented at the Renfrew and Area Chamber of Commerce.
- Submitted a grant application for:
 - Wayfinding Signage through RED funding (\$48,833). Received 13 letters of support from local businesses.
- CDC met with individual businesses, building relationships and support.
- Launched the Business Spotlight Initiative.
- Connected with Ontrac to promote how they can help local businesses and employees.

2.7 Village and Waterfront Development Plan

• Council added initiative in 2024 – Details TBA.

3.0 Culture and Wellness

3.1 Deliver Programming for all ages

Key Initiatives

- Recreation and Culture Committee initiated and actioned programming.
- Hired a Recreation Internship/Summer Student. This position is developing a summer camp program and supporting the Recreation and Culture Committee programs.
- Submitted grant applications:
 - Ontario Trillium Foundation for Acrylic glazing at Calabogie outdoor rink (\$196,000).
 - Inclusive Community Grant for paving the Barnet Park walking path to increase accessibility (\$60,000). Received two letters of support from community groups.
- Met with a provincial Township representative to discuss potential funding opportunities for seniors, such as advocating for a Seniors Active Living Center (SALC) in Greater Madawaska.

• In-kind contribution to the Dacre and Area Community Association (DACA) - Excavation for installation of new Swing Set completed by the Public Works Department.

3.2 Improve Wellness Services Offered to Residents

Key Initiatives

- Assisted the Calabogie Medical Clinic in submitting a letter of interest in funding to expand the medical centre.
- Submitted a letter of support for a Family Health Team Expression of Interest. Funding from the Ontario Government to establish a new Family Health Team (FHT) for Renfrew and area residents has been approved.
- Provided space to support the Assisted Living Program The Township provides space to the Renfrew Victoria Hospital Assisted Living Program, a publicly funded, community-based health care service that allows eligible seniors to continue living independently in their homes.

3.3 Enhance the Emergency Management Program

Key Initiatives

- Fire Department Completed training for Wildfire.
- Successful grant application for:
 - Community Emergency Preparedness Grant \$42,000 to purchase two trailers and 15 portable radios and add a wildfire emergency plan and wildfire emergency management training.
- Enhanced public education on emergency management is posted on social media.
- 2024 Emergency Management Training and Exercise Completed.
 - The emergency management group has completed their annual training.
 - The group completed a tabletop exercise for a Wildfire.
 - The committee is reviewing the evacuation plan and developing a recovery plan.

4.0 Efficient and Effective Governance

4.1 Asset Management Plan and Funding Strategy

Key Initiatives

- Successful program funding
 - AMP It Up 3.0 program Secured consultant time funded through MFOA (Municipal Finance Officers' Association) and the Ministry of Infrastructure.
 - Watson and Associates Economists Ltd. assisting with completing an Asset Management Plan Funding Strategy.

4.2 By-law and Policy Review

Key Initiatives

- New Asset Retirement Obligation (ARO) By-law
- New Debt Management By-law
- New Municipal Grant By-law
- New Short-Term Accommodation Licensing By-law
- New Clean Yards By-law
- New Fire Department Cost Recovery By-law
- Updated Committees Policy
- Updated Procurement By-law

4.3 Promote Waste Reduction

Key Initiatives

- Enhanced public education regarding waste diversion.
- Recommend completing a comprehensive review of the transfer site fee structure, with waste diversion at the forefront.

4.4 Service Review

In-progress