A Strategic Plan is a very important document in outlining the future direction and priorities for a municipality. The consultation sessions last September were very helpful and thought-provoking as we worked toward stating our priorities for the term of council and beyond.

I believe the proposed Strategic Plan has set us on a path to review our progress on an annual basis and to review our priorities with each new term of council on an on-going basis. The Strategic Plan will provide us with an excellent opportunity to match our priorities with our budget considerations.

Strategic Planning provides an evolving framework for knowledgable and timely investment by the County of Renfrew which can be evaluated as to the value added to the corporation and the community simultaneously. The plan can be and is expected to serve as a guide for present and future investment in the fabric of our community both in terms of physical infrastructure and social and community development and and the enhancement of the community.

I look forward to continuing to improve upon the Strategic plan and to move forward in a positive manner to ensure that all communities in the County of Renfrew are prosperous and financially sustainable.

Peter Emon
Warden
On behalf of County Council, I was very pleased to present the County of Renfrew’s first Strategic Plan and Council Priorities in November of 2012. The Strategic Plan is an important document that demonstrates Council’s leadership and commitment to improving the quality of life of the residents of the County of Renfrew. The Strategic Plan will also be utilized as important information as we consider the budget for the upcoming year and on a go-forward basis.

I want to thank Council for actively participating in the workshops that facilitated the development of Council’s priorities and associated actions that will implement our identified priorities. I believe that the Strategic Plan will assist us in improving the quality of life of our residents and ensuring that the County of Renfrew remains a collection of vibrant and sustainable communities and cultures that are desirable places to live and work and raise a family.

To implement our priorities, it is essential that Council continues to work closely and co-operatively with partners in our local municipalities and the Provincial and Federal Governments. Working together we will ensure that communities in the County of Renfrew are able to offer opportunities for citizens to prosper in viable and caring communities.

Council will review our progress on an annual basis and the Strategic Plan will be reviewed early in the mandate of our new Council subsequent to the municipal elections in 2014.

Bob Sweet
Past Warden
Message from the CAO

The County of Renfrew is a wonderful place to live and work. I am very pleased to present the County's first Strategic Plan and Council Priorities to County Council. The Strategic Plan represents a clear and concise outline of our Values, Mission and Strategic Vision and will provide focus to our efforts in leadership development, performance management, program delivery and service excellence.

Throughout my career I have always stressed the importance of the values of our organization. How we deliver services is equally as important as the services that are delivered. The Strategic Plan links our Corporate Values of honesty and integrity, professionalism, client service orientation, and focus on results to councils’ priorities and service delivery. Our high commitment to our values ensures that our employees provide excellent services as mandated by County Council.

I believe this Strategic Plan provides the County of Renfrew with a foundation that we can build on and improve in the years to come. I want to thank Council for the support of the project and for so enthusiastically participating in its development.

Jim Hutton
CAO
The County of Renfrew 2013 - 2018 strategic planning process is focused on identifying and addressing emerging challenges arising from changes in the external and internal environments, and developing action plans to deal with these challenges. Although typically a four-year time frame for Council priorities would be appropriate to coincide with the term of Council, as this is the County’s first Strategic Plan, the Plan and resulting actions will be reviewed early in the mandate of Council subsequent to the 2014 municipal elections. Progress with achieving the stated priorities will be reviewed annually.

The Strategic Plan will help achieve our Mission of delivering quality services to our residents and our Vision of being Canada’s leading lifestyle experience featuring thriving communities. It provides corporate focus using the three themes outlined below and represents a tool to guide departmental plans, service delivery models and budget development.

The Strategic Plan strategies have been aligned to three key themes or areas of challenge that encompass the programs and services delivered to the County of Renfrew.

- **Community Well-being**
  - Education, Health Care, Social Service, Safety and Security, Culture, Tourism and Public Safety

- **Economic Opportunities**
  - Employment, Business Development and Attraction, Tourism, Intellectual Capital, Forestry/Raw Material/Agriculture

- **Community Sustainability/Viability**
  - Economic Sustainability, Leadership Renewal & Governance, Corporate Revenues (Financial Sustainability), Transportation, Environmental Sustainability, and Social Sustainability
All strategies proposed at the facilitation sessions on September 18, 2012 and September 19, 2012, have been included and will be reviewed in the term of the new Council in 2015. A number of important new strategies emerged through Council discussions to deal with the challenges that have been identified. **Of these, seven new strategies are deemed the priority strategies to be dealt with before all others:**

1. *Promote an Expanded, Four-Lane Highway 17*
2. *Enhance the Long-term Asset Management Program*
3. *Develop a Linked Trail System*
4. *Promote Active Transportation*
5. *Launch an Economic Development Roundtable*
6. *Create a Small Business Investment Fund*
7. *Foster Health Promotion and Disease Prevention Programs*

**Other Strategies, Plans, Legislation, Services**
Several County Departments are legislatively required to maintain Strategic Plans, including Bonnechere Manor, Miramichi Lodge, Emergency Services, Ontario Works, Child Care and Renfrew County Housing. This Strategic Plan does not supersede or interfere with the other Strategic Plans, but is complementary to them as the values, mission and vision and priorities in this plan are compatible with the other documents.

Other departments, including the Human Resources Department, provide corporate services and services to our local municipalities that are required on an on-going basis.

**Organizational Excellence/Best Practices**
To ensure that our services are delivered in the most effective and efficient means possible, staff are continually challenged to think “outside the box” to come up with innovative ways of delivering services. Staff are also encouraged to investigate best practices from Ontario and other jurisdictions, and to incorporate best practices into our service delivery whenever and wherever possible.

**Other Programs and Services**
In addition to the priorities outlined in this plan, the following services will continue to be delivered on a daily basis: child care, housing, long-term care, Ontario works, public works, financial services, economic development, forestry, planning, human resources services, paramedic services, provincial offences and information technology services.
**Corporate Values**

- **Honesty & Integrity**
  - Values honesty and ethical conduct.
- **Professionalism**
  - Dedicated to enhance the professionalism of our employees.
- **Client Service Orientation**
  - Responds to the needs of internal and external clients.
- **Focus on Results**
  - Works to excel and increase effectiveness.

**Mission**

The delivery of high quality services to the residents of the County of Renfrew in an efficient and cost-effective manner.

**Strategic Vision**

The County of Renfrew is committed to being Canada’s leading lifestyle experience; featuring safe, thriving, and affordable communities, supported by a commitment to creating opportunities to prosper.
1. Community Well-being Strategies

1.1. Education
   1.1.1. Keeping people in the community and creating incentives to stay through education programs,
   1.1.2. Helping those in the lower socio-economic groups to get better access to education, and
   1.1.3. Working with our educational institutions on ways to address the shortage of skilled trade
           professionals.

1.2. Improved Service Delivery
   1.2.1. Eliminating silos in service delivery across the County by a greater sharing of services to reduce
           duplications.

1.3. Transport Issues
   1.3.1. Improved linking of communities by upgrading roads, using abandoned rail beds and by
           eliminating barriers to active transportation as a way of promoting healthier activity.

1.4. Brand
   1.4.1. Creating a brand that promotes the County of Renfrew as a location of choice to work and live
           for young families and new immigrants to Canada. The brand should promote the County of
           Renfrew’s many advantages such as its natural environment, and opportunities as an Adventure
           Destination with a rich and diverse cultural community, and as an excellent location to work via
           tele-commuting or utilizing high speed internet services.

1.5. Government Relations
   1.5.1. Getting access to more government funding in more strategic ways.
1.6. Social Services

1.6.1. Reducing the cost for community well-being by attracting external funders,
1.6.2. Promoting the County of Renfrew paramedic programs,
1.6.3. Making housing more affordable, and
1.6.4. Consolidating public health services.

2. Economic Opportunity Strategies

2.1. Transportation

2.1.1. Developing the business case for an extension of the four-laning of Highway 17

2.2. Economic Development

2.2.1. Changing the focus of economic development within the County by promoting the recreation industry and branding the County as a recreation and cultural heritage destination,
2.2.2. Encouraging growth in the retail and commercial sectors, including encouraging them to expand their existing local supply chain activities,
2.2.3. Promoting and capitalizing on the pending completion of the high speed Eastern Ontario Regional Network (EORN),
2.2.4. Creating an environment to attract business, including establishing a consolidated economic development commission from all local initiatives within the County,
2.2.5. Encouraging the private and public sectors to hold conventions and conferences in the County, and
2.2.6. Increasing the County’s skilled workforce by creating local training programs.

2.3 Linked Trail System

2.3.1. Creating a linked trail system throughout the County of Renfrew.

2.4. Government Relations

2.4.1. Striving for better co-operation amongst the three levels of government - municipal, provincial and federal, and
2.4.2. Taking advantage of government programs and grants that meet the needs of business and residents.

2.5. Health and Well Being

2.5.1. Promoting and building on the County of Renfrew community health services.

3. Community Sustainability/Viability Strategies

3.1. Efficiency

3.1.1. Seeking out co-operative opportunities for efficiencies in all areas of operations by working closely with provincial and local municipal partners.

3.2. Assets and Infrastructure

3.2.1. Ensuring that at least 5% of the County budget is set aside for new infrastructure,

3.2.2. Promoting the need for a four-lane Highway 17,

3.2.3. Developing a long-term plan for the management and replacement of County assets, and

3.2.4. Seeking alternatives to funding shortfalls to growth such as from the gas tax and through development changes.

3.3. Healthy Communities

3.3.1. Supporting a healthy community from private health services and choices, “Stay at Home” programs, the community Paramedic Programs and a Community Trails program,

3.3.2. Promoting investment funds for small businesses, and

3.3.3. Further funding support for an expanded broadband service.

3.4. Government

3.4.1. Lobbying governments on matters such as extending tax breaks for municipal officials, getting consistency in regulations on private/public long-term care facilities, revising the Income Tax Act in favor of home occupations and tax incentives being more favorable for not-for-profit organizations.
3.5. Workforce

3.5.1. Promoting the need for more skills and apprenticeship training, and promoting partnerships between the County of Renfrew and training facilities.
<table>
<thead>
<tr>
<th>Priority Action Plan</th>
<th>Outcome</th>
<th>Action 2013</th>
<th>Action 2014 – 2018</th>
<th>Key Theme Linkage</th>
<th>County of Renfrew Corporation Department/or Other Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Expansion of Highway 17</strong></td>
<td>- Improved safety</td>
<td>- Complete Economic Development Action Plan Assessment (EDIA)</td>
<td>- Identify, in conjunction with Ministry staff, next phase of Highway 17 expansion and associated costs</td>
<td>- Community Well-being</td>
<td>Public Works and Engineering</td>
</tr>
<tr>
<td></td>
<td>- Increased economic growth</td>
<td>- Meet with MTO staff and Minister to review EDIA findings and solicit input</td>
<td>- Lobby Ministry to allocate funding for identified Highway 17 expansion works and have these programs identified in the province’s five-year capital program</td>
<td>- Economic Opportunities</td>
<td>Development and Property</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Present EDIA report to Standing Committees and Council</td>
<td></td>
<td>- Community Sustainability/ Viability</td>
<td>Also may require assistance/support from other departments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Submit final EDIA report to Minister’s office and Ministry staff</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Attend TEAM Highway 17 meetings to identify high accident areas on Highway corridor and feasible operational improvements and associated costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Priority Action Plan</td>
<td>Outcome</td>
<td>Action 2013</td>
<td>Action 2014 – 2018</td>
<td>Key Theme Linkage</td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>---------</td>
<td>-------------</td>
<td>--------------------</td>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td>2.(i) Corporate Asset Management Plan</td>
<td>- Provide for the sustainable and efficient assessment maintenance, rehabilitation and replacement of County Assets</td>
<td>- Research best asset management practices - Review and apply provincial government’s expectations with regard to asset management programs - Identify funding and Human Resources requirements required to develop asset management strategies and secure budget approval for same - Secure asset management software for buildings, fleet, roads, bridges, etc. - Confirm asset inventory and initiate condition assessment - Identify desirable service levels and prioritization criteria. Secure Standing Committee and Council approvals of service levels and prioritization criteria - Develop multi-year asset management program based on sustainable funding</td>
<td>- Amend asset management programs as appropriate to reflect implemented works and revised condition assessments - Continue to pursue provincial &amp; federal funding - Review policies &amp; regulations that may impact long-term management of assets (e.g. Accessibility)</td>
<td>- Corporate Sustainability/Viability - Community Well-being</td>
<td></td>
</tr>
</tbody>
</table>

**County of Renfrew Corporation**

Department/or Other Partners

*Lead departments in bold*

- Development & Property
  - Social Services
  - Public Works & Engineering
  - Emergency Services
  - Also may require assistance/support from other departments/divisions
  - Finance
## PRIORITIES FOR 2014 - 2018

**Continued...**

<table>
<thead>
<tr>
<th>Priority Action Plan</th>
<th>Outcome</th>
<th>Action 2013</th>
<th>Action 2014 – 2018</th>
<th>Key Theme</th>
<th>County of Renfrew Corporation Department/or Other Partners</th>
</tr>
</thead>
</table>
| 2. (ii) Long-Term Financial Plan to Manage and Sustain Corporate Assets | - Complete a long-term financial plan in order to provide for sustainable and efficient maintenance and replacement of County Assets. | - Present corporate asset management plan and funding strategies to Standing Committees and Council | - Prepare an integrated financial plan to sustain our assets.  
- Establish base funding required in support of the multi-year asset management plans.  
- Continue to pursue provincial and federal funding.  
- Develop multi-year asset management program based on sustainable funding. | - Corporate Sustainability/Viability.  
- Community well-being. | Finance  
Development & Property  
Social Services  
Public Works & Engineering  
Emergency Services  
Also may require assistance/support from other departments/divisions. |

*Lead departments in bold*
<table>
<thead>
<tr>
<th>Priority Action Plan</th>
<th>Outcome</th>
<th>Action 2013</th>
<th>Action 2014 – 2018</th>
<th>Key Theme Linkage</th>
<th>County of Renfrew Corporation Department/or Other Partners</th>
</tr>
</thead>
</table>
| 3. Linked Trail System | - A linked and integrated trail system extending throughout the County within 5 yrs | - Confirm vision with both public and private sector stakeholders; evaluate best practices and what has worked elsewhere  
- Engage CP rail in the acquisition of the discontinued rail corridor  
- Seek funding opportunities  
- Determine risk in acquiring the corridor  
- Seek partners e.g. Physical Activity Network, Algonquins of Ontario, Lanark County and the Township of Papineau - Cameron | - Operationalize the ongoing management of the rail corridor.  
- Integrate the discontinued line into existing strategies  
- Undertake municipal and public consultations to determine use and management objectives | - Corporate Sustainability / Viability  
- Community Well-being  
- Economic Development | Development & Property  
Public Works & Engineering  
Also may require assistance/support from other departments/divisions including, GIS, Human Resources, Finance. |
<table>
<thead>
<tr>
<th>Priority Action Plan</th>
<th>Outcome</th>
<th>Action 2013</th>
<th>Action 2014 – 2018</th>
<th>Key Theme Linkage</th>
<th>County of Renfrew Corporation Department/or Other Partners</th>
</tr>
</thead>
</table>
| 4. Active Transportation | - Create Healthy communities  
- Improved quality of life  
- Stimulate Economic Development | - Approval of Standing Committees and Council for a long-term active transportation plan  
- Research best practices and policies  
- Presentation to Standing Committees and Council regarding long range plan and policies  
- Develop an education campaign  
- Develop supporting policies within the County official plan  
- Research/secure funding from provincial/federal governments | - Consultation with local municipalities regarding long range program priorities  
- Bring integrated plan back to Committees and Council for approval  
- Approval of base funding requirements via budget processes | - Economic Opportunities  
- Community Well-Being  
- Community Sustainability/Viability | Public Works & Engineering  
Development & Property  
Emergency Services  
Also may require assistance/support from other departments/stakeholders (e.g. Physical Activity Network) |
<table>
<thead>
<tr>
<th>Priority Action Plan</th>
<th>Outcome</th>
<th>Action 2013</th>
<th>Action 2014 – 2018</th>
<th>Key Theme Linkage</th>
<th>County of Renfrew Corporation Department/or Other Partners</th>
</tr>
</thead>
</table>
| 5. Economic Development Roundtable | - Growth in retail, commercial, and industrial investment - Foster an environment of collaboration between economic development practitioners and business community | - Look into best practices - Develop a theme for the roundtable - Based on roundtable discussions determine strategic areas of focus for future action - Develop an implementation plan - Monitor success of implementation plan and modify as appropriate | - Conduct annual roundtables | - Economic Opportunities - Community Well-being - Community Sustainability/Viability | *Lead departments in bold*

- Development & Property
  - Human Resources (Media Relations Officer)
  - Also may require assistance/support from other departments and partners (e.g. Chambers of Commerce)
<table>
<thead>
<tr>
<th>Priority Action Plan</th>
<th>Outcome</th>
<th>Action 2013</th>
<th>Action 2014 – 2018</th>
<th>Key Theme Linkage</th>
<th>County of Renfrew Corporation Department/or Other Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Small Business Investment Fund</td>
<td>Growth in retail, commercial, and industrial investment</td>
<td>- Determine if permissible under the municipal act Assuming permissible the following actions would be undertaken:  - Develop criteria for the fund  - Get approval from Committee and Council for ongoing funding  - Promote and solicit applicants  - Evaluate and recommend funding based on the merit of individual applications  - Audit applicant to ensure that they comply with established guidelines</td>
<td>- Undertake evaluation of previous years program  - Make modification to the program and guidelines as required  - Establish deadlines for the intake of applications on an annual basis</td>
<td>- Economic opportunities  - Community Sustainability/Viability</td>
<td>Development &amp; Property  Finance  Also may require assistance/support from other departments and partners</td>
</tr>
</tbody>
</table>

*Lead departments in bold*
<table>
<thead>
<tr>
<th>Priority Action Plan</th>
<th>Outcome</th>
<th>Action 2013</th>
<th>Action 2014 – 2018</th>
<th>Key Theme Linkage</th>
<th>County of Renfrew Corporation Department/or Other Partners</th>
</tr>
</thead>
</table>
| 7. Health Promotion and Disease Prevention Programs | Reduce chronic disease incidence levels to provincial averages within 5 years | - Environmental scan to identify “quick hits” and priority contributing factors  
- Identify gaps, potential partners, best practices, performance measures and determine budget requirements | 1 Year – Deliver targeted programs with appropriate monitoring systems  
3 years – Publish interim results and adjust as needed  
5 years - Assess outcomes | - Community  
- Well-being | Emergency Services  
Social Services  
Health Units  
Long-term Care  
Physical Activity Network  
Public Health Agency of Canada  
First Nations  
Board of Education  
Funding: Public/Private  
Also may require assistance/support from other departments/divisions including, GIS, Human Resources. |