

Strategic Plan

2023-2026



**County of
Renfrew**
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County of Renfrew
Strategic Plan 2023-2026
Produced February 2023.
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Facilitated by: Erik Lockhart
President, Lockhart Facilitation and Associate Director
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Messages

Message from the Warden

A forward-looking Strategic Plan is a very important document as we guide the future direction and priorities for our municipality. The consultation sessions in early January were very helpful and thought-provoking as elected, staff and our community worked toward forming our priorities for the term of council and beyond.

Our proposed Strategic Plan encourages us 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 regular asset renewal and our annual budget considerations.

Strategic Planning 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. We will continue to enhance our community and the lives and health of our residents. The County of Renfrew will contribute to the success of our businesses, and strengthen and further develop our service, economic and social partnerships. We will continue to welcome, embrace and cherish our visitors.

County Council looks forward to continuing to evaluate and adjust the Strategic Plan and to move forward in a positive manner to ensure that all communities and contributors to our community in the County of Renfrew are prosperous and financially sustainable.



Peter Emon
Warden
County of Renfrew



Message from the Chief Administrative Officer (CAO)



In January 2023, County Council gathered to review the vision, agree on priorities, and identify key objectives for the next four years. Through a facilitated process, the group conducted an environmental scan by looking at trends, opportunities and threats. Based on this discussion, six priorities were agreed upon. Subsequently, the Senior Leadership Team met alongside departmental managers to define the steps and actions required to achieve these goals and objectives. This document serves as the roadmap for the strategic direction that Council and staff will follow for this term of County Council.

Building upon the successes of the previous strategic plans over the past two terms of Council, and as presented to County Council in the Fall of 2022, this plan is meant to represent a renewed focus on our Vision and Mission Statements. It clearly defines smart, measurable, achievable, relevant, and time-bound goals as we emerge from a tremendously difficult and tumultuous three years living in and through a pandemic that changed the way we approach governmental actions, policies and procedures.

I believe that this Strategic Plan presents some new and unique opportunities for the County of Renfrew to be innovative leaders, encourage development of staff, work with our municipal partners, and present an action plan that our public stakeholders can follow and understand. Over the next four years we will continue to identify, through our business plans and reports, how our recommendations fit with the direction and priority setting of this Council. We will continue to refine and adjust the action plan as we achieve milestones and look to advance the goals beyond our initial expectations. We will deliver an annual report card and an end of term report on each of the six goals and seek further engagement from County Council to ensure that we are still meeting the intended results of this Strategic Plan.

Finally, I would like to thank all those who participated in the process of the development of this plan. I am extremely proud of the renewed commitment to shared goals and objectives and look forward to seeing the rollout and results.

Craig Kelley

Craig Kelley, CMO, Dipl.M.A., Dipl.M.M., Ec.D.
Chief Administrative Officer (CAO)/Clerk
County of Renfrew

Council

County Council 2023



Back Row (L-R): Councillor Glenn Doncaster, Town of Deep River; Deputy Clerk Rose Gruntz, Councillor James Brose, Township of North Algona Wilberforce; Laura LePine, Director of Community Services; Councillor Dan Lynch, Town of Arnprior; Lee Perkins, Director of Public Works & Engineering; Councillor Mark MacKenzie, Township of McNab/Braeside; Jason Davis, Director of Development & Property; Councillor Rob Weir, Township of Greater Madawaska; Michael Nolan, Director of Emergency Services; Councillor Neil Nicholson, Township of Whitewater Region; Councillor Mark Willmer, Township of Madawaska Valley; Jeff Foss, Director of Corporate Services/Treasurer; Councillor David Mayville, Township of Killaloe, Hagarty & Richards; Mike Blackmore, Director of Long-Term Care; Councillor Gary Serviss, Town of Petawawa

Front Row (L-R): Councillor Keith Watt, Township of Laurentian Valley; Councillor Anne Giardini, Town of Laurentian Hills; Councillor Debbi Grills, United Townships of Head, Clara & Maria; Councillor Michael Donohue, Township of Admaston/Bromley; Warden Peter Emon, Town of Renfrew; Councillor Jennifer Murphy, Township of Bonnechere Valley; Councillor Valerie Jahn, Township of Brudenell, Lyndoch & Raglan; Councillor Dave Bennett, Township of Horton; Craig Kelley, Chief Administrative Officer/Clerk.



Mission

To deliver high quality services to the residents of the County of Renfrew in an efficient and cost effective manner, focussed on the following six priorities in 2023-2026.

Vision (2023-2033)

The County of Renfrew is recognized as a model rural community balancing fiscal responsibility and the delivery of services and infrastructure that meet community needs. We have earned this reputation by:

Advocating with a strong voice to the Federal & Provincial Governments on shared investments;

Embracing technology that supports our residents and positions us as a leader in advancements in digital communications;

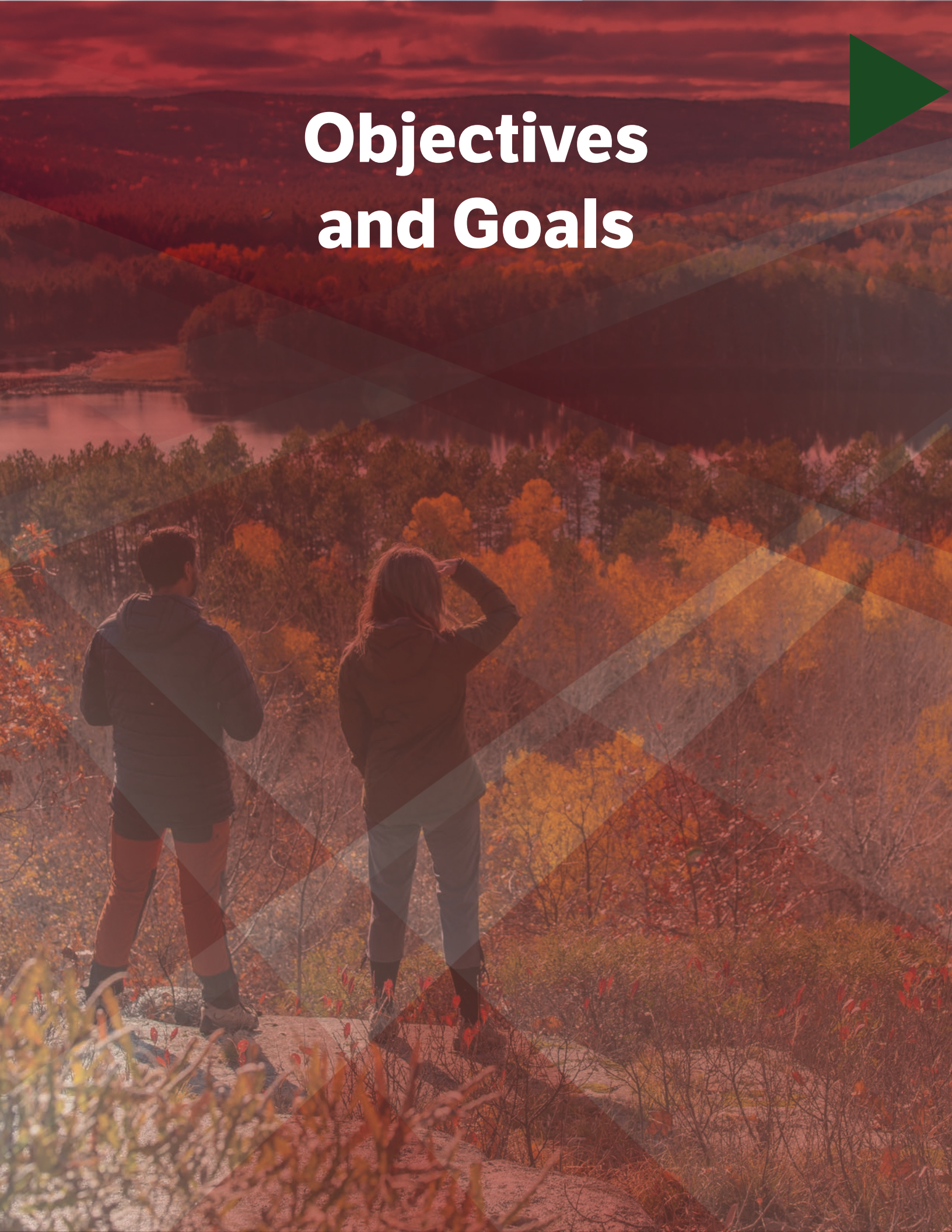
Managing our fiscal position through sustainable asset management and long term financial planning;

Identifying innovative solutions/approaches that allow the County to improve service delivery while meeting the service level expectations of our residents;

Progressing the County of Renfrew's pillars of economic development leading to improved quality of life;

Working effectively with local municipalities on common priorities and shared services.

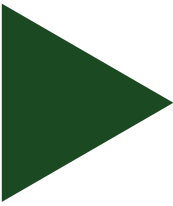
Objectives and Goals



Objectives by end of 2026

Priority	
Financial Sustainability	<ol style="list-style-type: none"> 1. Review and update Asset Management Plan (AMP) and Long-Term Financial Plan (LTFP) 3.0 version, using new assumptions and baselines 2. Develop a coordinated government relations / advocacy strategy
Workforce Development	<ol style="list-style-type: none"> 1. Lobby the Ontario College of Trades / Skill Trades Ontario to enable the transfer of qualified people from other regions into vacant positions 2. Collaboration with High Schools, Colleges and Universities to have students with skills that are required to fill vacancies and keep them in the Community 3. Encourage continued support for business development through Starter Company, Summer Company, other entrepreneur programs
Community Wellness & Healthcare	<ol style="list-style-type: none"> 1. Sustainable program and funding for Renfrew County Virtual Triage & Assessment Centre (RC VTAC), community paramedicine & mental health initiatives 2. Expand community based seniors health services 3. Ensure residents have access to primary care support
Shared Services & Resources	<ol style="list-style-type: none"> 1. Define the possible shared services with local municipalities and then complete an evaluation of the services that could benefit from a shared service agreement 2. Develop and deploy a plan that results in agreements that allow for sharing of resources and/or equipment and/or expertise that will lead to efficiencies
Attainable Housing & Infrastructure	<ol style="list-style-type: none"> 1. Develop a true community housing strategy that would identify a future state 2. Engage a consulting firm to complete inventory of lands and services across the County 3. Develop a program to attract first time buyers 4. Support reliable connectivity (Broadband or fixed wireless) to 99% of our residents
Environmental resiliency	<ol style="list-style-type: none"> 1. Implement a Climate Action Plan 2. Ensure joint emergency exercises across the County 3. Establish a County baseline and model template for local municipalities

GOAL #1



Financial Sustainability

OBJECTIVES

- Review and update Asset Management Plan (AMP) and Long-Term Financial Plan (LTFP) 3.0 version, using new assumptions, baselines
- Develop a coordinated government relations / advocacy strategy

ACTIONS TO ACHIEVE OBJECTIVES

- Demographic impact analysis of all County of Renfrew services
- Hire grants person for increasing revenue streams
- Coordinate procurement (to consolidate all County-wide depts.)
- Integrate GIS with financial and public works data
- Hire a government relations firm to manage government relations
- Update LTFP and AMP to acknowledge new baselines; review and present on an annual basis to County Council through the budget process
- Continue to monitor and implement efficiency measures identified in the recommendations from 2020 service delivery review(s)

TIMING

- 2024
- 2024/2025
- 2024 - 2025
- 2023
- 2023 - 2024
- 2023 - 2024
(Review annually)
- 2023 - 2026

CHAMPIONS: Corporate Services, CAO/Clerk



GOAL #2

Workforce Development

OBJECTIVES

- Lobby the Ontario College of Trades / Skill Trades Ontario to enable the transfer of qualified people from other regions into vacant positions
- Collaboration with High Schools, Colleges and Universities to have students with skills that are required to fill vacancies and keep them in the Community
- Encourage continued support for business development through Starter Company, Summer Company, other entrepreneur programs

ACTIONS TO ACHIEVE OBJECTIVES

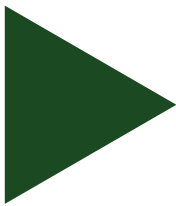
TIMING

- | | |
|--|-------------|
| • Establish a County Wide Human Services strategy, including a newcomer plan, with local Chambers of Commerce | 2023 |
| • Internal HR strategy (to attract, retain people to work at the County), including execution of deliverables suggested from the 2022 staffing survey | 2023 - 2024 |
| • Align with Algonquin College and Labour Market Conditions study/ongoing efforts | 2023 - 2026 |
| • Continue promotion of Summer Company and Starter Company through Enterprise Renfrew County, Economic Development | 2023 - 2026 |
| • Lobby efforts at Association of Municipalities of Ontario (AMO), Rural Ontario Municipalities of Ontario (ROMA), Ontario East Economic Development Commission (OEEDC), Eastern Ontario Leadership Council (EOLC) | 2023 - 2026 |

CHAMPIONS: Economic Development, Corporate Services/Human Resources



GOAL #3



Community Wellness and Healthcare

OBJECTIVES

- Sustainable program and funding for Renfrew County Virtual Triage and Assessment Centre, community paramedicine & mental health
- Expand community based seniors health services
- Ensure residents have access to primary care support

ACTIONS TO ACHIEVE OBJECTIVES

TIMING

- | | |
|--|-------------|
| • Advocate for inter-governmental support (multi-government financial resources) for integrated approach to transitional housing | 2023 - 2026 |
| • Create partnerships, pool resources, build/repurpose transitional housing (create a Senior's Village prototype in Renfrew County); Continue to expand on the findings and action plan of the Seniors Housing Strategy (2020) | 2023 - 2026 |
| • Initiate/continue with advanced models of care (RC VTAC Medical Urgent Care Clinic Model) | 2023 - 2026 |
| • Community Needs analysis of demographics and wellness services | 2024 |

CHAMPIONS: Community Services, Emergency Services, Ottawa Valley Ontario Health Team (OVOHT), Ottawa - West Four Rivers Ontario Health Team (OWFR-OHT)



GOAL #4

Shared Services and Resources

OBJECTIVES

- Define the possible shared services and then complete an evaluation of the services that could benefit from a shared service agreement
- Develop and deploy a plan that results in agreements that allow for sharing of resources and/or equipment and /or expertise that will lead to efficiencies

ACTIONS TO ACHIEVE OBJECTIVES

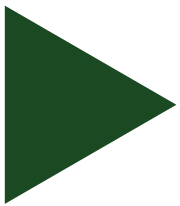
TIMING

- | | |
|---|-------------|
| • Municipal Shared Services Forum: Establish an inventory of opportunities between the County of Renfrew and the local municipalities | 2023 |
| • Update and implement recommendations from 2020 service delivery review(s) | 2023 - 2026 |
| • Review policies regarding uploading/downloading/sharing and update where necessary | 2023 - 2026 |
| • Negotiate and enter into service level agreements with local municipalities (and boards, etc., where applicable) | 2023 - 2026 |

CHAMPIONS: Corporate Services, CAO/Clerk



GOAL #5



Attainable Housing and Infrastructure

OBJECTIVES

- Develop a true community housing strategy that would identify a future state of attainable housing
- Engage consulting firm to complete inventory of lands and services across the County
- Develop a program to attract first time buyers
- Reliable connectivity (Broadband or fixed wireless) to 99% of our residents

ACTIONS TO ACHIEVE OBJECTIVES

TIMING

- | | |
|---|-------------|
| • Enhance Community housing and homelessness strategy with defined number of housing goals, housing units, etc. | 2023 |
| • Strengthen broadband infrastructure saturation to support remote work option, working with partners at EORN, etc. | 2023 - 2026 |
| • Create an outward focused communications plan to support housing needs in Renfrew County that would include developers, non-profits, etc. | 2023 - 2026 |
| • Prioritize establishing a plan for underutilized municipal lands, including identification of upper and lower tier inventories (Housing Property Study, Building Condition Assessments) | 2023 - 2024 |
| • Lead role in the Eastern Ontario Wardens' Caucus (EOWC) "7 in 7" plan for housing | 2023 - 2026 |

CHAMPIONS: Community Services, Development & Property, CAO/Clerk



GOAL #6

Environmental Resiliency

OBJECTIVES

- Implement a Climate Action Plan
- Ensure joint emergency exercises across the County
- Establish a County baseline and model template for local municipalities

ACTIONS TO ACHIEVE OBJECTIVES

- Establish a plan to position the County as a climate leader
- Complete flood-mapping GIS initiative with municipalities
- Advocate for federal/provincial grants to promote a greener building stock housing
- Reinvigorate active transportation plan through a review, and update where necessary, the trails strategy and active transportation plan
- Multi-municipality emergency management exercise

TIMING

- 2023 - 2024
- 2023 - 2024
- 2023 - 2026
- 2023 - 2024
- 2023 - 2026

CHAMPIONS: Public Works & Engineering, Development & Property, Emergency Services, CAO/Clerk





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