



Strategic Plan

2019 - 2023

Grow with us

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Message from the Mayor

On behalf of all Council, I would like to introduce the Township of Laurentian Valley's Strategic Plan for 2019 to 2023. The production of this document has been a collaborative effort with Township staff and members of Council.

It has been exciting to watch this plan grown and take shape. In 2017 staff and Council began reviewing the previous strategic plan for the Township of Laurentian Valley and had numerous meetings to update the strategic objectives and rank them in order of their priority. This Plan will give staff and Council a guideline to follow for years to come, and will be reviewed quarterly to track progress as well at the beginning of the next term of Council to make sure it is still in line with the desires of our residents.

Once again, thank you to all those who took the time to help build this Strategic Plan.

Yours truly,

Mayor Steve Bennett



Strategic Plan Process

The Township of Laurentian Valley developed this Strategic Plan as a means of establishing a road map with which to guide decision-making in the Township over the next 5 years.

The following steps were taken to develop the Township of Laurentian Valley's Strategic Plan:

Step One: Project Kick-Off Meeting

At the first meeting for the Strategic Plan Review, Council and Management Staff reviewed the Strategic Objectives that were brought forward in the previous strategic plan to see if they required updating. Changes were made at this meeting and Council and Management were asked to rank their choices in order of priority. Each member individually ranked each strategic objective in order of priority.

Step Two: Second Review

In October 2018 Council was asked to review the strategic objectives again and rank in priority.

Step Three: Priority Listing

The Strategic Objectives were presented to Council in order of priority for their approval.

Step Four: Implementation Tables

Department Heads met regularly from December 2018 to March 2019 to review implementation tables as a group.

Step Five: Timeline

The Department Heads met in March of 2019 to review the timeline for all the strategic objectives.

Step Six: Council Review

At the Regular Council Meeting of March 19, 2019 Council was presented the Strategic Objectives Implementation Tables and timeline for review.

Step Seven: Approval of Strategic Plan Document

In April 2019 Council is presented the draft Strategic Plan Document.

Step Eight & Ongoing: Quarterly Review

Department Heads will meet quarterly to review progress of strategic objectives and will report back to Council on status.

Acknowledgements:

Mayor Steve Bennett	Councillor Brian Hugli	Charlene Jackson, Treasurer
Reeve Debbie Robinson	Councillor Chris Pleau	Mark Behm, Public Works
Councillor Jennifer Gauthier- Kuehl	Councillor Keith Watt	Manager
George Hodgkinson	Councillor Allan Wren	Lauree Armstrong, Planner
	Dean Sauriol, CAO/Clerk	

Mission, Vision, Guiding Principles

The following Mission, Vision and Guiding Principles were taken from the 2010 to 2014 Strategic Plan of the Township of Laurentian Valley.

Mission

To sustain and enhance the long-term quality of life for residents of Laurentian Valley by:

- Providing essential municipal services, infrastructure, and direction for development
- Supporting the community's identity, rural-urban lifestyle and economic sustainability
- Anticipating change and building capacity to cope with new demands on services

The Township is expected to play many roles -- accountable local government, service provider, community champion, catalyst, information hub and consensus builder.

Vision

The Township of Laurentian Valley will be a well-managed and responsible municipality that:

- upholds and promotes the distinct urban-rural character of the community,
- sets high standards for delivery of the services it provides,
- anticipates and adapts wisely to the demands of continuing growth and development,
- makes decisions based on a clear and supported framework for land use,
- plans wisely for the long-term development of infrastructure and services,
- manages its mandate in ways that support economic sustainability,
- continues to be a model of fiscal responsibility,
- works collaboratively with many and diverse partnerships with its neighbours, and
- plays an active role in community leadership.

Guiding Principles

While the strategies in this plan address specific choices the Township faces, they are shaped by guiding principles, philosophies and fundamental values -- the underlying community culture that directs those choices:

- Act in the interests of and for the benefit of the entire municipality.
- Keep taxes relatively low through careful advance planning, by sharing services and costs, and through creative collaborations with others.
- Prepare and use infrastructure and establish planning tools to help ensure future commercial and industrial investment will diversify sources of property tax assessment.
- Maintain municipal infrastructure and services at levels the community can be proud of.

- When evaluating investments in public recreation, quality of life amenities and other infrastructure, consider contributions to the “bigger picture”, such as economic sustainability, environmental enhancement, and impacts on social and cultural fabric of the community.
- Pursue change gradually with a practical, long-term view, but don’t let that get in the way of big, new ideas even if they are not in the municipality’s traditional or formal area of responsibility (for example physician recruitment or telecommunications). A good rule is: “Don’t be the first to take in the new or the last to discard the old.”
- Manage potential risks wisely with a good understanding of the long-term issues and forward planning. Sometimes innovation is required to find effective solutions.
- Promote Laurentian Valley as one community with a distinct rural-urban identity.
- In dealing with our municipal neighbours and local community groups, start with the idea that “there is more to gain by working together”.
- Provide leadership and invest in partnerships to leverage resources in support of the community’s aspirations for the future.
- Ensure the municipal staff functions as “one team”, which requires flexibility, common purpose and complimentary skill sets.

Colour Legend

Colour	Focus Area
Orange	Municipal Infrastructure and Public Works
Green	Fiscal Planning and Taxation
Yellow	Quality of Life
Blue	Municipal Capacity and Governance
Purple	Planning, Development and Economic Sustainability
Red	Municipal Leadership in the Community

Strategic Objectives for 2019 to 2023

In order of priority

Overall Priority Rank #1	
Be prepared for an effective negotiation of new and renewed cost sharing/shared services agreements (such as water/sewer agreements with the City of Pembroke).	
Focus Area	Municipal Infrastructure and Public Works – Strategic Objective #1
Responsibility	CAO/Clerk
Resources	STAFF: Department Heads, CBO & Supporting Staff FUNDING: Budgets will need to be adjusted to reflect costs outlined in the new agreements POLICIES: Asset Management Plan, Water & Sewer Operating Policies and Procedures, Official Plan OTHER: Township Solicitor, Engineer
Target Date	Q4 2019 – Q2 2020
What Needs to be done	New water and sewer agreements must be implemented between the Township and City of Pembroke. The current agreements were signed in 1996 for a 10-year term, with an automatic 10-year renewal. Although the agreements “expired” in 2016, there is an additional clause which notes that the agreements automatically extend annually for 12-month periods. <ol style="list-style-type: none"> 1. Evaluating current water and sewer agreement and identify issues and concerns. 2. Thorough review the initial draft the City of Pembroke provide us. 3. Negotiations 4. Present final draft to Council
Performance Indicators	<ul style="list-style-type: none"> • Final agreements will be approved by the Council of each Municipality.
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete
Notes:	<p>The current agreements renew annually unless either party delivers a notice, in writing, to the other party that it wishes to terminate the agreements. This notice would be the first step in the process for renegotiating a new agreement.</p> <p>Should either party wish to move ahead with new agreements, an initial meeting between Council/Staff from both Municipalities would need to occur to discuss the concerns, process and options moving forward.</p> <p>A timeframe would need to be established for the implementation of the new agreements.</p> <p>A decision would need to be made on which Municipality would take the lead on drafting the new agreements.</p> <p>The City has taken the lead on drafting the agreement</p> <p>Drafts will be shared with appropriate Staff and Council as required.</p>

Overall Priority Rank #2	
Ensure the Township has fiscal capacity to seize opportunities as they present themselves (such as matching Stimulus Funds) and have long-term reserves set aside for future replacement projects.	
Focus Area	Fiscal Planning and Taxation – Strategic Objective #1
Responsibility	Treasurer/Deputy CAO
Resources	STAFF: CAO/Clerk, Public Works Manager OTHER: Council
Target Date	Q4 2019
What Needs to be done	<ol style="list-style-type: none"> 1. Reserve Policy 2. Debt Policy 3. Asset Management Plan <ol style="list-style-type: none"> a. Condition Rating b. Risk Analysis c. Priority Projects
Performance Indicators	<ol style="list-style-type: none"> 1. Approved Reserved Policy 2. Approved Debt Policy 3. Updated Asset Management Plan
Project Status	<input type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #3	
Continue ongoing consultations with MTO pertaining to the rehabilitation of Highway 148.	
Focus Area	Municipal Infrastructure and Public Works – Strategic Objective #2
Responsibility	PW Manager
Resources	<p>STAFF: CAO, Treasurer, Planner, Operations Foreman, CBO, Admin Support</p> <p>FUNDING: Council will need to allocate sufficient funds to support the works required by the Township including servicing and sidewalks.</p> <p>POLICIES: Asset Management Plan (AMP), Water & Sewer Agreements, Official Plan</p> <p>OTHER: Review of data/infrastructure from AMP and GIS. Various engineering designs from MTO</p>
Target Date	Q2 2019 – Q4 2021
What Needs to be done	<ol style="list-style-type: none"> 1. Continue discussions and meetings with MTO 2. Provide data related to municipal services to MTO 3. Review designs from MTO/Consultants 4. Complete review and make decision on expansion of municipal services in Township's east end 5. Review and Update Official Plan Servicing Policies 6. Ensure funding is available to cover Township responsibilities
Performance Indicators	<ul style="list-style-type: none"> • Project completed
Project Status	<input type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input checked="" type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #4	
Establish a long-term vision and strategic objectives for Fire Services and risk assessment. Continue co-operative relations with neighbouring municipalities for fire services.	
Focus Area	Municipal Infrastructure and Public Works – Strategic Objective #3
Responsibility	CAO/Clerk
Resources	STAFF: Fire Chief, Deputy Fire Chief, Support Staff OTHER: Consultant
Target Date	Q3 2019 – Q4 2020
What Needs to be done	<ol style="list-style-type: none"> 1. Evaluate equipment and man power of Fire Department 2. Complete Community Risk Assessment Report 3. Review of municipal agreements for fire service (MNR, neighbouring municipalities) 4. Explore first call response agreements (incoming/outgoing). 5. Collaborate with municipalities regarding radio communication.
Performance Indicators	<ul style="list-style-type: none"> • Completed Community Risk Assessment Report
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #5	
Conduct regular assessments of the long-term fiscal outlook for the Township's capital and operating requirements: <ul style="list-style-type: none"> • How it might be affected by changes in service agreements? • By long-term needs to increase capital budgets for roads, equipment, and facilities? • By County and other government decisions? 	
Focus Area	Fiscal Planning and Taxation – Strategic Objective #2
Responsibility	Treasurer/Deputy CAO
Resources	STAFF: CAO/Clerk & Department Heads OTHER: Council, Auditors
Target Date	Q3 Every Year Starting in 2020
What Needs to be done	<ol style="list-style-type: none"> 1. Long term financial plan 2. Reserve Policy 3. Debt Policy 4. Asset Management Plan 5. Condition Rating 6. Risk Analysis 7. Priority Projects 8. Service Agreements
Performance Indicators	<ul style="list-style-type: none"> • Approved Long Term Financial Plan • Yearly updates to Long Term Financial Plan
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #6	
Create a Ten-Year Public Works Plan that identifies priorities for work/expenditures and coordinates the schedule and sequence of projects to minimize costs.	
Focus Area	Municipal Infrastructure and Public Works – Strategic Objective #4
Responsibility	PW Manager
Resources	STAFF: Treasurer, Operations Foreman, Admin Support FUNDING: Annual Township budget; Council will need to allocate sufficient funds to support the Capital Works Plan POLICIES: Asset Management Plan (AMP) OTHER: Review of data from AMP
Target Date	Q2 & Q3 2019
What Needs to be done	<ol style="list-style-type: none"> 1. Complete physical review and evaluation of all road sections 2. Compare field data with current AMP 3. Input/Update current AMP data 4. Generate reports with CityWide Software and prepare presentation for Council 5. Present 10-Year Capital Plan to Council
Performance Indicators	<ul style="list-style-type: none"> • Approval, in principal, of the long range Capital Works Plan
Project Status	<input type="checkbox"/> Not begun <input checked="" type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #7	
Develop a Recreation Development and Coordination/Management Plan to: <ul style="list-style-type: none"> • Partner/provide support for volunteer organizations managing local programs • Identify training needs for inspections and similar health and safety requirements • Recommend an approach for coordinating effective use of current and future recreation facilities and local spaces. 	
Focus Area	Quality of Life – Strategic Objective #1
Responsibility	CAO/Clerk
Resources	STAFF: Public Works Manager, Deputy Clerk OTHER: Recreation Survey/Interviews with Chairpersons, Health & Safety Policy, Playground Inspections
Target Date	Q2 2021
What Needs to be done	<ol style="list-style-type: none"> 1. Define the assistance needed by our recreation associations 2. Review job descriptions and positions within the Township to assign duties. 3. Ensure that recreation facilities and parks are inspected regularly. Create a fall and spring program for inspecting recreation facilities and parks to prepare them for the winter and reopening. 4. Evaluation of usage of community parks in the Township
Performance Indicators	<ol style="list-style-type: none"> 1. Interviews completed with Recreation Associations 2. Establish a semiannual inspection process for parks and recreation facilities 3. Data collected on usage of facilities and parks in the Township of Laurentian Valley.
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #8	
Invest in a resilient approach to handle staff/contractor turnover that builds recruitment capacity in advance and reduces risk by providing for smooth succession, transfer of knowledge and “corporate memory”, along with cross-training and backup to avoid “single points of potential failure” (i.e. if key staff members must be off for extended periods of time, retire or otherwise leave the Township) – Succession Planning	
Focus Area	Municipal Capacity and Governance – Strategic Objective #1
Responsibility	CAO/Clerk
Resources	STAFF: Department Heads POLICIES: Succession Planning HR Policy
Target Date	Q3 Every Year
What Needs to be done	<ol style="list-style-type: none"> 1. Cross training with staff. Determine which positions should be cross trained in certain areas. 2. Establishing a succession planning program/policy 3. Establish Standard Operating Guidelines for each position
Performance Indicators	<ul style="list-style-type: none"> • Staff are cross trained. • Establish a policy for succession planning and implement the program by making staff aware. • Each position has its own standard operating guidelines for routine duties.
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #9	
Support commercial expansion for economic development and to grow assessment/tax revenues (BR&E)	
Focus Area	Planning, Development and Economic Sustainability – Strategic Objective #1
Responsibility	Planner/EDO
Resources	STAFF: Planning support staff OTHER: Consultant, OMAFRA
Target Date	Q2 & Q3 2019 for BR&E, implementation ongoing following BR&E completion
What Needs to be done	<ol style="list-style-type: none"> 1. RED funding secured retain a consultant to complete a BR&E 2. BR&E to be completed by Consultant 3. Twp. Staff to implement recommendations once BR&E completed by Consultant
Performance Indicators	<ul style="list-style-type: none"> • A BR&E project report be produced by consultant
Project Status	<input type="checkbox"/> Not begun <input checked="" type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #10	
Pursue active transportation initiatives and opportunities.	
Focus Area	Municipal Infrastructure and Public Works – Strategic Objective #5
Responsibility	PW Manager
Resources	STAFF: Planner, Operations Foreman, Admin Support FUNDING: Various Grants & Capital Funding POLICIES: Asset Management Plan (AMP), Recreation master Plan? OTHER: Potential to include Active Transportation in proposed and new development
Target Date	Ongoing
What Needs to be done	<ol style="list-style-type: none"> 1. Complete a review of the Township's Road Network 2. Determine areas in need to dedicated active transportation facilities and linking to existing 3. Input from Council and the Public (potential open house) 4. Ongoing search for funding opportunities
Performance Indicators	Successful grant application(s) and construction of facilities
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete
Other Comments	Potential partial funding from Township's annual budget and incorporation into planned capital programs

Overall Priority Rank #11	
Recognize and support volunteer groups as well as staff recognition; communicating the community's appreciation at service recognition events; and by providing support when volunteer groups need respite from burnout to help in making a transition of renewal.	
Focus Area	Municipal Leadership in the Community – Strategic Objective #1
Responsibility	CAO/Clerk
Resources	STAFF: Public Works Manager, Public Works/Finance Clerk, Deputy Clerk COUNCIL: Chair of Public Services
Target Date	Q1-Q4 2019 – CDO Position Q4 2019 – Volunteer Service Recognition Q4 Every Year – Ongoing Review
What Needs to be done	<ol style="list-style-type: none"> 1. Collect Volunteer start dates and compile database. 2. Establish a policy for Volunteer Recognition Program which presents awards at an organized event. 3. Council attendance at community events related to service recognition with the presentation of a certificate. 4. Review the Community Development Officer Position and bring back to Council. This position will support our recreation groups.
Performance Indicators	<ul style="list-style-type: none"> • Volunteers are given awards at an organized event • The Community Development Officer Position is presented to Council.
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #12	
Establish clear mandates, strategies and objectives for the operation of all Township committees. Support them with appropriate membership and staff resources.	
Focus Area	Municipal Capacity and Governance – Strategic Objective #2
Responsibility	CAO/Clerk
Resources	STAFF: Department Heads, Admin Support COUNCIL: Mayor, Reeve & Councillors
Target Date	Q1 2022
What Needs to be done	<ol style="list-style-type: none"> 1. Review Township Committees 2. Restructure committee responsibilities as per changes in department responsibilities (i.e. Public Works, Protection & Property) 3. Develop terms of reference (i.e. mandates, strategies and objectives for each committee) 4. Bring forward for Council Review
Performance Indicators	<ul style="list-style-type: none"> • Revised mandates, strategies and objectives are presented to Council
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #13	
Use planning tools such as the Official Plan and Community Improvement Plans to influence commercial development and encourage appropriate residential development and supply of lots.	
Focus Area	Planning, Development and Economic Sustainability – Strategic Objective #2
Responsibility	Planner/EDO
Resources	STAFF: Department Heads and support staff OTHER: Professional Consultant POLICIES: Official Plan and Strategic Plan FUNDING: RED funding OTHER RESOURCES: Local business owners business groups and other government agencies in EC Dev.
Target Date	Q2 2019 – Q1 2020 Q4 Every Year - Review April 2019 is target date for completion to maximize Mainstreet Revitalization Fund usage potential. All deliverables for project must be received and invoiced to Township by September 30, 2019.
What Needs to be done	1. Consultant Needs to Provide Completed CIP document, by-law(s) and education materials per the RFP and to have completed the process in accordance with the requirements of the Planning Act
Performance Indicators	<ul style="list-style-type: none"> • Official Plan Amendment approved • Public Consultation Undertaken by Consultants • Draft CIP provided by Consultants • Implementing By-law approved by Council • Education and Training Materials Provided by Consultant • Number of Business that apply to program and receive grants
Project Status	<input type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input checked="" type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #14	
Determine the feasibility of water & sewer expansion.	
Focus Area	Municipal Infrastructure and Public Works – Strategic Objective #6
Responsibility	Public Works Manager
Resources	STAFF: CAO, Treasurer, Planner, Operations Foreman, CBO, Admin Support FUNDING: Grants, loans, reserves, Water & Sewer Users POLICIES: Asset Management Plan (AMP), Water & Sewer Agreements OTHER:
Target Date	Q4 2019 – Q2 2020
What Needs to be done	<ol style="list-style-type: none"> 1. Complete review of current and proposed expansion areas 2. Update Official Plan Servicing Policies for those areas 3. Work with Consultant & City of Pembroke on modelling 4. Commence works on expansion
Performance Indicators	<ul style="list-style-type: none"> • When study is complete • Report presented to Council
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete
Other Comments	Potential for huge upfront costs to the Township with no immediate returns.

Overall Priority Rank #15	
Advocate and distribute message on airport importance to the community and economic development.	
Focus Area	Planning, Development and Economic Sustainability – Strategic Objective #3
Responsibility	Planner/EDO
Resources	STAFF: Planning Support Staff OTHER: Airport Commission, Government agencies
Target Date	Q1 2021
What Needs to be done	<ol style="list-style-type: none"> 1. Prepare a communications plan on the importance of the airport in LV 2. Network with businesses and other partners
Performance Indicators	<ul style="list-style-type: none"> • Communication Plan completed
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #16	
Develop and implement a branding/marketing plan.	
Focus Area	Planning, Development and Economic Sustainability – Strategic Objective #4
Responsibility	Planner/EDO
Resources	STAFF: Department Heads, Planning Support Staff OTHER: Professional Consultant POLICIES: Branding Guidelines, Official Plan and Strategic Plan FUNDING: RED funding applied for
Target Date	Q4 2019 – Q1 2020
What Needs to be done	1. Complete grant application 2. RFP for consultant to develop/implement a marketing plan
Performance Indicators	<ul style="list-style-type: none"> • Completed marketing plan • Recommendations implemented
Project Status	<input type="checkbox"/> Not begun <input checked="" type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #17	
Lobby MTO re signage on Highway 17.	
Focus Area	Planning, Development and Economic Sustainability – Strategic Objective #5
Responsibility	Planner/EDO
Resources	STAFF: Planning Staff
Target Date	Q4 2020
What Needs to be done	1. Initiate discussions with MTO on requirements to erect signage
Performance Indicators	<ul style="list-style-type: none"> • A contact person from MTO being identified for Township business owners • Review requirements with MTO for signage on Highway 17 for local businesses • Signage on Hwy 17 for local business
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #18	
Explore opportunities for innovative, long-term, cost-effective collaborative service and infrastructure initiatives (using the Ottawa Valley Waste Recovery Centre example as a model).	
Focus Area	Municipal Infrastructure and Public Works – Strategic Objective #7
Responsibility	Public Works Manager
Resources	STAFF: Applicable departments MEMBERS: Other Municipalities POLICIES: Procurement Policy OTHER: Trail, Collection Contract, County of Renfrew cooperative tender, purchasing (i.e. Recycling containers), election, Festival Hall, etc.
Target Date	Ongoing
What Needs to be done	1. Create a group to review the possibilities of cooperative opportunities
Performance Indicators	<ul style="list-style-type: none"> • Joint projects/purchasing
Project Status	<input type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input checked="" type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #19	
Keep pace with advances in technology and ratepayer service expectations for electronic interaction and service.	
Focus Area	Municipal Capacity and Governance – Strategic Objective #3
Responsibility	CAO/Clerk
Resources	STAFF: Deputy Clerk OTHER: Website Developer and App Developer
Target Date	Q2 2020 – Q3 2020
What Needs to be done	<ol style="list-style-type: none"> 1. Review costing to develop and maintain an App on Google Play and Apple App Store 2. Review programs/software for residents to sign up for emergency alerts 3. Stay up to date on latest technology advances available
Performance Indicators	<ul style="list-style-type: none"> • New technologies used to continue transparency as well as accessibility to information easily.
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #20	
Strive to meet future challenges together with partners, which requires a pro-active effort to further enhance cooperative/collaborative relationships with various entities like the City of Pembroke, Town of Petawawa, other nearby municipalities, the County of Renfrew, First Nations, partners in joint ventures, developers and community agencies (Algonquins of Pikwakanagan).	
Focus Area	Municipal Capacity and Governance – Strategic Objective #4
Responsibility	CAO/Clerk
Resources	STAFF: Department Heads COUNCIL: All Members OTHER: Neighbouring municipalities, etc
Target Date	Ongoing
What Needs to be done	<ol style="list-style-type: none"> 1. Schedule meetings with various groups noted above. 2. Participate in exchange of information 3. Participate in regional groups
Performance Indicators	<ul style="list-style-type: none"> • Joint partnerships with various groups • Group service delivery • Collaborative purchasing
Project Status	<input type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input checked="" type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #21	
Improve public understanding through communications about Township finances.	
Focus Area	Fiscal Planning and Taxation – Strategic Objective #3
Responsibility	Treasurer/Deputy CAO
Resources	STAFF: CAO/Clerk, Department Heads OTHER: Contracted Service
Target Date	Q4 2020
What Needs to be done	<ol style="list-style-type: none"> 1. Develop a communications strategy <ol style="list-style-type: none"> a. Who is the audience b. What needs to be communicated c. Where should the communication be published d. When is the best time for the communication
Performance Indicators	<ul style="list-style-type: none"> • Successful communication strategy in place • Establish methods to evaluate residents understanding
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #22	
Plan ahead to deal with pressures from above average growth and related demands for services.	
Focus Area	Fiscal Planning and Taxation – Strategic Objective #4
Responsibility	Treasurer/Deputy CAO
Resources	STAFF: CAO/Clerk, Planner AGREEMENTS: Municipal Service Agreements
Target Date	Q1 2023
What Needs to be done	<ol style="list-style-type: none"> 1. Communication between departments on large development plans 2. Identify what services will be affected 3. Review of development policies in Official Plan 4. Review of Development Charges Study 5. Review of implications of service agreements.
Performance Indicators	<ul style="list-style-type: none"> • Policies and procedures developed.
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #23	
Pursue economic development by working with regional partners such as the Renfrew County Economic Development Office, recreation and tourism organizations.	
Focus Area	Planning, Development and Economic Sustainability – Strategic Objective #6
Responsibility	Planner/EDO
Resources	OTHER: County, Province, other government agencies
Target Date	Ongoing
What Needs to be done	<ol style="list-style-type: none"> 1. Continue networking events 2. Develop website and linkages to social media 3. Print material 4. Participate in economic development organizations
Performance Indicators	<ul style="list-style-type: none"> • Networking with the organizations • Evaluating relationships and their significance.
Project Status	<input type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input checked="" type="checkbox"/> Work in Progress (This is an ongoing activity that must continue to occur by nurturing relationships, memberships and networking opportunities.) <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #24	
<p>Support appropriate community initiatives that are:</p> <ul style="list-style-type: none"> • Ratepayer driven, • Have no other obvious champion, and • Have a clear impact on quality of life. <p>The Township's role would be that of a catalyst, not an on-going funder. Initiatives with partnership opportunities would be particularly appealing.</p>	
Focus Area	Municipal Leadership in the Community – Strategic Objective #2
Responsibility	CAO/Clerk
Resources	STAFF: Support Staff POLICIES: Municipal Grant Policy COUNCIL: All members
Target Date	Q1 2019 - Q2 2020
What Needs to be done	<ol style="list-style-type: none"> 1. Review the Municipal Grant Policy 2. Establish Annual Budget for Municipal Grant Policy 3. Develop a "Request for Support" form on website that ratepayers can request for township support with regards to community events/programs that have a positive impact on the quality of life. List the qualifications prior to filling out the form. 4. Engage with residents using social media to get the word out. 5. Make Council members aware of the process for requesting for support so that staff become aware of programs/events ratepayers are interested in taking on. Staff can review ratepayer request for programs/events and if it meets the qualifications for funding/or in kind support a report would proceed to Council for review.
Performance Indicators	<ul style="list-style-type: none"> • Updated Municipal Grant Policy • Form live on website • Continual engagement on Social Media • Community uptake on grant program.
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #25	
Identify ways to manage and adjust to ratepayer expectations for customer service, which may involve public education, reviews of service standards, office hours, records management, peak periods for work load (e.g. public works, building/planning), use of space, and investment in equipment.	
Focus Area	Municipal Capacity and Governance – Strategic Objective #5
Responsibility	CAO/Clerk
Resources	STAFF: Department Heads OTHER: Social Media Advertising
Target Date	Q4 2023
What Needs to be done	1. Develop FAQs on Website 2. Develop departmental fact sheets (Did you know?)
Performance Indicators	<ul style="list-style-type: none"> • FAQs on Website <ul style="list-style-type: none"> ○ Website Feedback – Question pops up to ask if it was useful • Departmental fact sheets developed. • Facebook views
Project Status	<input checked="" type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Overall Priority Rank #26	
Support home-based businesses and “lone eagles” –self-employed professionals who choose to live and work in rural-urban settings.	
Focus Area	Planning, Development and Economic Sustainability – Strategic Objective #7
Responsibility	Planner/EDO
Resources	STAFF: CBO, Planning support staff OTHER: other government agencies supporting EC Dev
Target Date	Q4 2019
What Needs to be done	<ol style="list-style-type: none"> 1. Prepare promotional pamphlets for distribution in print or on website 2. Create social media messaging on available resources 3. Update the toolbox
Performance Indicators	<ul style="list-style-type: none"> • Materials available for distribution • Level of distribution uptake
Project Status	<input type="checkbox"/> Not begun <input type="checkbox"/> Initial Implementation <input checked="" type="checkbox"/> Work in Progress <input type="checkbox"/> Waiting approval from Council <input type="checkbox"/> Complete

Timeline

 Township of Laurentian Valley		Strategic Objectives Timeline																				
		Rank	Strategic Objective (in order of rank)	Focus Area	2019				2020				2021				2022				2023	
Q1	Q2				Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Be prepared for an effective negotiation of new and renewed cost sharing/shared services agreements (such as water/sewer agreements with the City of Pembroke).	Municipal Infrastructure and Public Works																				
2	Ensure the Township has fiscal capacity to seize opportunities as they present themselves (such as matching Stimulus Funds) and have long-term reserves set aside for future replacement projects.	Fiscal Planning and Taxation																				
3	Continue ongoing consultations with MTO pertaining to the rehabilitation of Highway 148.	Municipal Infrastructure and Public Works																				
4	Establish a long-term vision and strategic objectives for Fire Services and risk assessment. Continue co-operative relations with neighbouring municipalities for fire services.	Municipal Infrastructure and Public Works																				
5	Conduct regular assessments of the long-term fiscal outlook for the Township’s capital and operating requirements: How it might be affected by changes in service agreements? By long-term needs to increase capital budgets for roads, equipment, and facilities? By County and other government decisions?	Fiscal Planning and Taxation																				
6	Create a Ten-Year Public Works Plan that identifies priorities for work/expenditures and coordinates the schedule and sequence of projects to minimize costs.	Municipal Infrastructure and Public Works																				
7	Develop a Recreation Development and Coordination/Management Plan to: Partner/provide support for volunteer organizations managing local programs. Identify training needs for inspections and similar health and safety requirements. Recommend an approach for coordinating effective use of current and future recreation facilities and local spaces as well as City of Pembroke facilities.	Quality of Life																				
8	Invest in a resilient approach to handle staff/contractor turnover that builds recruitment capacity in advance and reduces risk by providing for smooth succession, transfer of knowledge and “corporate memory”, along with cross-training and backup to avoid “single points of potential failure” (i.e. if key staff members must be off for extended periods of time, retire or otherwise leave the Township) – Succession Planning	Municipal Capacity and Governance																				
9	Support commercial expansion for economic development and to grow assessment/tax revenues (BR&E)	Planning, Development and Economic Sustainability																				
10	Pursue active transportation initiatives and opportunities.	Municipal Infrastructure and Public Works																				
11	Recognize and support volunteer groups as well as staff recognition; communicating the community’s appreciation at service recognition events; and by providing support when volunteer groups need respite from burnout to help in making a transition of renewal.	Municipal Leadership in the Community																				

