



County of  
**Renfrew**  
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*Experience Our History, Share Our Future!*



**Strategic Plan 2019 - 2022**

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**@CountyofRenfrew**

# County of Renfrew County Council And Senior Leadership Team 2018-2022



Back: Councillor Kim Love, Mayor of Township of Madawaska Valley; Lee Perkins, Director of Public Works & Engineering; Craig Kelley, Director of Development & Property; Shelley Sheedy, Director of Long-Term Care; Michael Nolan, Director of Emergency Services; Councillor Brian Hunt, Mayor of Township of Greater Madawaska; Councillor Peter Emon, Reeve of Town of Renfrew; Jeff Foss, Director of Finance/Treasurer; Bruce Beakley, Director of Human Resources.

Middle: Councillor Debbi Grills, Mayor of Township of Head, Clara & Maria; Councillor David Bennett, Mayor of Township of Horton; Councillor Janice Visneskie Moore, Mayor of Township of Killaloe, Hagarty & Richards; Councillor Cathy Regier, Reeve of Township of Whitewater Region; Councillor John Reinwald, Mayor of Town of Laurentian Hills; Councillor James Brose, Mayor of Township of North Algona Wilberforce; Councillor Daniel Lynch, Reeve of Town of Arnprior; Councillor Sheldon Keller, Mayor of Township of Brudenell, Lyndoch & Raglan; Laura LePine, Director of Social Services; Rose Gruntz, Executive Assistant/Deputy Clerk.

Front: Councillor Michael Donohue, Mayor of Township of Admaston/Bromley; Councillor Glenn Doncaster, Reeve of Town of Deep River; Councillor Tom Peckett, Mayor of Township of McNab/Braeside; Warden Jennifer Murphy, Mayor of Township of Bonnechere Valley; Paul Moreau, Chief Administrative Officer/Clerk; Councillor Robert Sweet, Mayor of Town of Petawawa; Councillor Debbie Robinson, Mayor of Township of Laurentian Valley.

# A Message from your Warden and County Council

On behalf of County Council, I am very pleased to present the new County of Renfrew Strategic Plan (2019-2022), a document that will serve as a guide to Council in decision making over the next four years.

This strategic plan sets a clear path to continue our commitment to our community to deliver high quality services to the residents of Renfrew County in an efficient and cost effective manner. In developing this plan, Council and staff looked to the near future and what priorities should be set that best balanced fiscal responsibility and the delivery of services and infrastructure that meets community needs.

I want to thank Council for being actively involved in the planning sessions and workshops over the last several months as this plan came together. This strategic plan is a collection of priorities that, over the next four years, Council, will use to guide decisions regarding budgets, policies, service delivery, and investment. To implement these priorities, it is essential that the County of Renfrew continues to have a strong voice with the Federal and Provincial Government on shared services; embrace technology that supports our community; identify efficiencies to improve service delivery; supports economic development to improve quality of life; and continue to work effectively with local municipalities on common goals.

Council and I are looking forward to delivering on the priorities in this strategic plan over the next four years, and seeing the positive impacts they will have on the communities in Renfrew County.

Jennifer Murphy

Warden of the County of Renfrew



# Developing Our Strategic Plan

From April to July 2019, Council and the Senior Leadership Team held a series of strategy sessions with the goal to create a new strategic plan, which would replace the previous plan that expired at the end of 2018.

Four strategy sessions were held in early April that included 27 staff members from a cross-section of municipal departments at the County of Renfrew. This series of consultations explored issues, opportunities and aspirations for the future of the County. The findings were shared with County Council and the Senior Leadership Team at a full-day workshop. That session focused on drafting a vision, key priorities and objectives. It was inspiring to see so many dedicated, and community-minded elected officials and staff working together to bring forward a plan for the future of our County.

The Senior Leadership Team then took the results from that workshop and developed deliverables for each of the decided priorities. The idea was to identify the actions that would further the initiatives developed in the April and May sessions, while considering additional initiatives that would result in the realization of each of the strategic priorities.

The final step in the process was the refinement of these action items and initiatives to create an action plan, performance measures, and a detailed timeline for completion. The final draft strategic plan identifies several strategic initiatives targeted for completion by the end of 2022 that will deliver measurable results for all four priorities.

As this plan moves through approvals of Committees and Council and progresses through the next four years, I look forward to seeing the fruition of many months of strategic planning and the realization of the vision that was collaboratively developed.

Paul Moreau  
Chief Administrative Officer  
County of Renfrew.

1	Strategic Planning Session April
2	Staff Consultations Early May
3	Facilitated Strategy Session May 2019
4	Refining the Initiatives June - August
5	Draft Strategic Plan to Finance & Administration Committee Early October
6	Draft Strategic Plan to County October 30

# Performance Measures

In order for a strategic plan to truly be successful it must contain measurable outcomes. That information will then be reported back to Council on a regular basis to demonstrate the effectiveness of an initiative and whether or not it's been successfully completed. County Council and the Senior Leadership Team considered how best to measure the successful implementation of initiatives in order to reach the goals of the plan.

Performance measurement is a key part of ensuring the success of this strategy. As such, staff will report regularly to Committees and Council with the following tools:

- Frequent updates to Council to advise on successful completion of initiatives as they are achieved as described in the strategic plan.
- Prescribed numeric targets for various projects.
- The launch, completion and post evaluation of infrastructure, service delivery, and efficiency initiatives.

Beyond ensuring the initiatives described in the strategic plan are successfully completed, County Council and the Senior Leadership Team are also responsible for monitoring the process to ensure the overall intent of the key priorities remain top of mind with regards to decision-making over the next four years. As the County progresses through the initiatives identified in the plan, it is vital that the County's focus is consistently moving in a direction that supports the vision as described.

To ensure the priorities, goals, and initiatives are kept on track with the spirit of the plan, Council and the Senior Leadership Team will monitor progress through the following:

- Undertake an annual review of the strategic plan to ensure goals, and timelines are being met.
- Perform regular performance checks on initiatives, to ensure that measurable success is being achieved, and to correct and adjust initiatives accordingly to ensure service delivery and timelines are respected.
- Use public engagement to effectively communicate the progress of the strategic plan using press releases, and social media.
- Integrate strategic priorities into the annual performance review for staff goals and objectives.

# STRATEGY AT A GLANCE (2019 - 2022)



## Vision

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:

- 1) Having a strong voice with Federal & Provincial Government on shared investments;
- 2) Embracing technology that supports our residents and positions us as a leader in broadband connectivity;
- 3) Managing our fiscal picture through sustainable asset management;
- 4) Identifying efficiencies that allow the county to improve service delivery while meeting the service level expectations of our residents;
- 5) Enhancing the four pillars of economic development leading to improved quality of life;\*
- 6) Working effectively with local municipalities.

\*The four pillars of economic development are supported across all four priorities, by the provision of services and initiatives that enhance our community's quality of life.

**Mission:** To deliver high quality services to the residents of the County of Renfrew in an efficient and cost effective manner

### Priority Strong Engagement & Relations with Federal and Provincial Government

- Goal:** To inform the Federal and Provincial Government on our unique needs so that Renfrew County residents get their "fair share"
- 1) Create a strategic communications plan
  - 2) Identify and advocate for issues important to residents of the County of Renfrew

### Priority Service Delivery Review

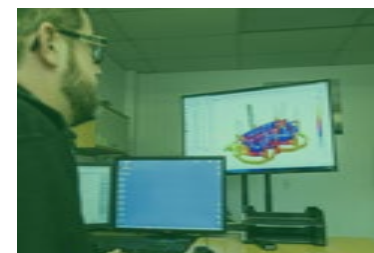
- Goal:** Find cost savings that demonstrate our leadership while still meeting community needs.
- 1) Complete community needs assessment
  - 2) With identified partners implement plan to optimize service delivery to the benefit of our residents

### Priority Fiscal Sustainability

- Goal:** Ensure ongoing financial viability while balancing expected levels of service to the community
- 1) Commitment from Council supporting principles within the Long-Term Financial Plan
  - 2) Establish Contingency Plan to respond to provincial and federal financial pressures and opportunities beyond the Long-Term Financial Plan

### Priority Technology Acceleration

- Goal:** Position the County of Renfrew so that residents benefit from advances in technology, and to ensure residents and staff have fair, affordable, and reasonable access to technology
- 1) County of Renfrew is top of the list for Eastern Ontario Regional Network funding for mobile broadband
  - 2) Lobby for secure broadband for first responders and government
  - 3) County of Renfrew technology strategy in place



# Strategic Priorities 2019 - 2022



**Engaging Government**



**Fiscal Sustainability**



**Service Delivery Review**



**Technology Acceleration**







## Engaging Government

**Priority:** Strong engagement & relations with Federal and Provincial government.

**Goal:** To inform the Federal and Provincial government on our unique needs so that Renfrew County residents get their "fair share".

**Initiatives:**

- Create a strategic communications plan
- Identify and advocate for issues important to the County of Renfrew



## Fiscal Sustainability

**Priority:** Fiscal sustainability for the Corporation of the County of Renfrew and its ratepayers.

**Goal:** Ensure ongoing financial viability while balancing expected levels of service to the community.

**Initiatives:**

- Commitment from Council supporting principles within the Long-Term Financial Plan
- Establish Contingency Plan to respond to provincial and federal financial pressures and opportunities beyond the Long-Term Financial Plan



## Service Delivery Review

**Priority:** Service delivery review to streamline our organization and improve our community.

**Goal:** Find cost savings that demonstrate our leadership while still meeting community needs.

**Initiatives:**

- Complete community needs assessment
- With identified partners implement plan to optimize service delivery to the benefit of our residents



## Technology Acceleration

**Priority:** Use technology to benefit our residents.

**Goal:** Position the County of Renfrew so that residents benefit from advances in technology, to ensure that residents and staff have fair, affordable, and reasonable access to technology.

**Initiatives:**

- Ensure that the County of Renfrew is top of the list for Eastern Ontario Regional Network funding for mobile broadband
- Lobby for secure and consistent radio systems for first responders and government
- Put a County of Renfrew technology strategy in place

# ADDENDUM



# Strategic Priority – Strong Engagement & Relations with Federal and Provincial Government

**GOAL:** To inform the Federal and Provincial Government on our unique needs so that Renfrew County residents get their "fair share".

INITIATIVE		LEAD	TARGET COMPLETION 2019				TARGET COMPLETION 2020				2021	2022	Measurement	Status	Budget
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
1.1	Create a strategic communications plan	Chief Administrative Officer/ Media Relations/ Senior Leadership Team				X							<ul style="list-style-type: none"> <li>Communication Strategy Approved by County Council</li> </ul>	<ul style="list-style-type: none"> <li>Draft to Finance &amp; Administration Committee for November</li> </ul>	\$25,000
1.2	Identify and advocate for issues important to the County of Renfrew	Elected/ Chief Administrative Officer/Senior Leadership Team	<b>On-Going</b>										<ul style="list-style-type: none"> <li>Council Resolutions and Regular Meetings and engagement with Ministers and MPP's</li> </ul>	<ul style="list-style-type: none"> <li>On-going as required</li> <li>Issue Driven</li> </ul>	\$75,000



The Ottawa Valley Recreational Trail (OVRT) recognized as the 2018 Ontario Economic Development Project of the Year by the Economic Development Council of Ontario (EDCO).



Celebration recognizing the Ottawa River as a Canadian Heritage River.

# Strategic Priority – Fiscal Sustainability

**GOAL:** Ensure ongoing financial viability while balancing expected levels of service to the community.

INITIATIVE	LEAD	TARGET COMPLETION 2019				TARGET COMPLETION 2020				2021	2022	Measurement	Status	Budget	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
		2.1	Commitment from Council supporting principles within the Long-Term Financial Plan				X								
2.2	Establish contingency plan to respond to provincial and federal financial pressures and opportunities beyond the Long-Term Financial Plan	X				X					X	X	<ul style="list-style-type: none"> <li>Create Ad Hoc Committee</li> <li>Explore shared services with Local Municipalities</li> <li>Explore new partnerships</li> <li>Approval of the Annual Budget</li> </ul>	<ul style="list-style-type: none"> <li>Review on an Annual Basis</li> </ul>	*2

\*1 – On an annual basis County Council will approve budget direction that supports the Long-Term Financial Management Plan and will ensure the County of Renfrew is prepared to respond to financial pressures and opportunities.

\*2 – County Council will approve an annual budget that takes into account community needs and priorities and the ability of ratepayers to fund services.



Residents and elected officials gather to celebrate Miramichi Lodge’s 50<sup>th</sup> Anniversary.

# Strategic Priority – Service Delivery Review

**GOAL:** Find cost savings that demonstrate our leadership while still meeting community needs.

INITIATIVE		LEAD	TARGET COMPLETION 2019				TARGET COMPLETION 2020				2021	2022	Measurement	Status	Budget
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
3.1	Complete community needs assessment	Chief Administrative Officer/Senior Leadership Team										X	<ul style="list-style-type: none"> <li>Completion of assessment and presentation of report</li> </ul>	<ul style="list-style-type: none"> <li>Planning Stage</li> </ul>	\$50,000
3.2	With identified partners implement plan to optimize service delivery to the benefit of our residents	Chief Administrative Officer/Senior Leadership Team				X							<ul style="list-style-type: none"> <li>Coordinated efforts with Local Municipalities Service Delivery Improvement Plan</li> </ul>	<ul style="list-style-type: none"> <li>Initiated</li> </ul>	N/A



County of Renfrew Public Works staff reviewing road work plans.

# Strategic Priority – Technology Acceleration

**GOAL:** Position the County of Renfrew so that residents benefit from advances in technology, and to ensure that residents and staff have fair, affordable, and reasonable access to technology.

INITIATIVE	LEAD	TARGET COMPLETION 2019				TARGET COMPLETION 2020				2021	2022	Measurement	Status	Budget
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
4.1	Ensure that the County of Renfrew is top of the list for Eastern Ontario Regional Network funding for mobile broadband				X							<ul style="list-style-type: none"> <li>County of Renfrew gains priority delivery status</li> </ul>	<ul style="list-style-type: none"> <li>Initiated</li> </ul>	\$1M
4.2	Lobby for secure and consistent radio systems for first responders and government					X						<ul style="list-style-type: none"> <li>Province of Ontario provides an investment in local dispatching communications</li> <li>Redevelopment of County website initiated</li> <li>Additional features under review</li> </ul>	<ul style="list-style-type: none"> <li>Initiated</li> </ul>	TBD 1*
4.3	Put a County of Renfrew technology strategy in place*									X		<ul style="list-style-type: none"> <li>A plan that highlights efficiencies through technology</li> <li>Meet with Federal and Provincial Governments and key stakeholders</li> <li>Establish community gap analysis for County of Renfrew services</li> </ul>	<ul style="list-style-type: none"> <li>Planning Stage</li> </ul>	TBD

1\* - Subject to RFP/RFQ and budgeting approval



County of Renfrew Remote Access Treatment Team.

Video conferencing for team meetings.

*“Effort and courage are not enough,  
without purpose and direction.”*

*John F. Kennedy*



“Thank you to our community, Council and staff, who generously contributed time and insight to the development of this strategic plan. I know your efforts will serve to extend the invitation to all people to come to Renfrew County to *“Experience our history and share our future”* Jennifer Murphy, Warden, County of Renfrew.