



## 4.2 Action Plan

The implementation of the Community-Based Strategic Plan will create significant benefits for the Township of Madawaska Valley. It identifies key steps that build on the input and insight received during the extensive background review and the community engagement process. The plan helps to improve coordination between departments and staff involved in the implementation effort. In addition, the plan contributes to consensus building across the community.

Through a commitment to achieve the outlined strategic priorities, Madawaska Valley will make visible progress in a number of areas that impact long-term sustainability.

### **Strategic Priority: Open Government**

We will operate in an open and transparent manner, providing easy access to information and meaningful opportunities to participate in the democratic process.

1. Develop a Communication Strategy (with internal and external elements) that reviews the full cycle of current Township communications and makes recommendations that are aimed at developing unifying connections between the three communities. It should ensure an appropriate mix of traditional and modern communications styles – as identified in the engagement. Special consideration should also be given on how to directly and consistently reach seasonal residents. Encourage citizen understanding of issues by offering live online streaming of Council and Committee meetings.
2. Ensure inclusiveness of rural concerns and realities when developing policy or advocating change that stands to affect rural residents.
3. Conduct corporate wide communication and public relations training (staff and Council) to ensure consistency in message and delivery, and understanding of roles and responsibilities.
4. In response to public interest, investigate the return to a ward system for election of Councillors.
5. Establish regular meetings of management across departments to increase awareness of activities and priorities and ensure that guiding principles, goals and objectives in the Community-Based Strategic Plan are aligned with communications.
6. Inform residents through an annual report card, on Township activities – how taxes are spent, new initiatives, successes, upcoming priorities, etc.
7. Establish a Youth/Young Professionals Sub-Committee to promote ongoing involvement of young residents so they can share their perspectives, vision, and ideas for Madawaska Valley.



### **Strategic Priority: Progressive and Growing Economy**

Madawaska Valley is a place that encourages economic growth by offering a development environment that is welcoming to investors who are seeking innovative ways to prosper.

8. Encourage economic growth through innovative opportunities based on leadership that avoids the status quo and seeks novel ways to strengthen the economy.
9. Pursue tourism developments that are likely to contribute to year-round opportunities and stability.
10. Look to others to provide economic development services where they are effective (e.g. Business Improvement Area, Ottawa Valley Tourism). To avoid duplication and help the flow of opportunities, draw up a Services Delivery Charter so all organizations understand the mandate and planned activities of other service delivery organizations are well understood.
11. Undertake a review of Development Charges and other municipal fees to ensure competitiveness and explore the positive and negative implications of decreasing or eliminating these costs.
12. Develop one storefront where all economic development and business organizations are located.
13. Update the Economic Development Strategy during the term of this Strategic Plan.

### **Strategic Priority: Healthy Lifestyles**

We will be a community that supports physical and mental well-being by encouraging positive rural and urban lifestyles, the preservation of the natural beauty that surrounds us, and helping people to pursue their passions.

14. Investigate the feasibility of creating a community hub that may include enhanced library services and a maker-space for early stage businesses. The investigation should take into account existing facilities.
15. Strike a multi-disciplinary Steering Committee of staff, Council, residents, businesses, local developers, and stakeholders (including Renfrew County) to advise/inform strategic approach for the establishment of an assisted living/long-term care facility for seniors.
16. Work with Renfrew County to address the existing gap in seniors affordable housing stock by leveraging funding available to construct a project.
17. Encourage active transportation options by installing sidewalks or separate walking/cycling paths on busy township roads and work with Renfrew County to install 1.5 metre paved shoulders on all County Roads.
18. Recognize and support volunteer groups by example (volunteer service by Township staff and Councillors); by communicating the community's appreciation at service recognition events; and by providing support when volunteer groups need respite from burnout or help in making a transition of renewal. Volunteerism should be encouraged and the Township can do so by providing seed money for specific initiatives that can demonstrate sustainability and a positive impact on the community.



19. Be an advocate for the distinct identity of Madawaska Valley and act to preserve its dynamic mixture of rural and urban character.
20. Lead by example with specific objectives for the provision of environmentally responsible municipal services.

### **Strategic Priority: Efficient and Effective Township Services**

The Township will offer a great customer service experience and instill confidence in municipal spending.

21. Explore collaborative/cost-shared initiatives as a first option for strengthening the municipality's capacity for delivering services.
22. Create an environment of service excellence for land developers and entrepreneurs by streamlining the bureaucratic process. Undertake an internal review aimed at simplifying the planning and approvals process, removing barriers to expansion and development and creating an investment friendly environment. Promote intensification on lands that are serviced with water and sewer.
23. Plan and enhance technology-based options to improve service delivery, including e-billing and online payment options as well as electronic document storage.
24. Develop service standards for each municipal department to continually improve operational efficiencies and consider a timesheet based software to better track time spent with the public and on specific projects. These metrics will help to determine trigger points for new staffing resources or eliminating services and access to decrease ineffective use of staff time.
25. Decrease operating costs by creating and putting into practice an Energy Conservation and Demand Management Plan.
26. Conduct a study to determine whether the septage treatment system installed at the Barry's Bay Wastewater Treatment Plant will be used in the future and what would the reasonable rates be to pay for and sustain this infrastructure.
27. Conduct regular assessments of the long-term fiscal outlook for the Township's capital and operating requirements. Update the Municipal Asset Management Plan during the term of this Strategic Plan.
28. Develop and implement a comprehensive Succession and Retention Strategy focused on attracting and retaining talent to support municipal operations.
29. Create mechanisms for enhanced performance measurement across all levels of the organization.
30. Aim to meet changing provincial standards for physical accessibility and customer service delivery at existing Township facilities.