Quarterly Report

2026 Q2



Renfrew

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Renfrew

Table of Contents

Message from the CAO	1
Community & Recreation Services	2
Development & Environment	9
Finance & Corporate Services	14
Fire, Emergency & Protective Services	17
Infrastructure, Public Works & Engineering	20
Legislative Services & Council Relations	27
Renfrew Public Library	32
Working Group & Team Updates	34

Message from Acting CAO Withers

Dear Council and Residents,

This report provides an overview of the work undertaken across the organization during the second quarter of 2026, highlighting key achievements, performance measures, and progress on Council's strategic priorities.

Q2 saw continued progress across the organization. Staff advanced preparations for the 2026 Municipal Election, records management and legislative initiatives, governance and accessibility improvements, and a range of infrastructure, road, drainage, and capital projects. Work also continued on future projects and the 2027 budget.

Community Services continued delivering recreation, programming, and museum services while preparing for a busy summer season. The hiring of a new Director of Community and Recreation Services also strengthened leadership capacity in this important area. Finance, Fire & Emergency Management, Planning, Building, Environmental Services, Library, and other departments continued providing essential services and supporting the safety, well-being, and quality of life of our residents.

Communications and Tourism initiatives also continued to expand, including tourism information packages, collaboration with local and regional partners, promotion of local businesses and attractions, and enhanced communications related to the municipal election and community construction projects.

The performance data included in this report supports our ongoing commitment to accountability and transparency. As we enter the second half of 2026, staff remain focused on advancing Council's priorities, strengthening municipal services, and responding to the evolving needs of our community.

I would like to thank Council for its continued leadership and support, and extend my sincere appreciation to all staff for their ongoing dedication and service to the community.



Eric Withers
Chief Administrative Officer
Town of Renfrew

Overview of Department Activities

McDougall Mill Museum

The McDougall Mill Museum and Visitor Information Centre opened for the season on May 19 and Saturday at the Mill programming began on June 6. As mentioned in the Q1 report, the museum began using Bloomberg Connects which helps provide an enhanced and more accessible user experience. Approximately 1/3 of museum visitors have used Bloomberg Connects to enhance their visit. The downstairs office as been relocated to the second floor of the museum to create programming space on the first floor. As planned, the Town formalized a Memorandum of Understanding with Heritage Renfrew to provide mutual support. Town's hockey history is currently being highlighted at the Ontario Legislature for the year's theme of "Sports". This was a competitive process, and the museum is proud to have been selected to have the Town's sledge hockey history exhibited.

Recreation Operations

Q2 is a change in "routine" for Recreation Operations staff, as we start to move more of our tasks outside, while still maintaining a busy facility, including more than a month of ice usage, and removal of two ice sheets. The combination of indoor and outdoor maintenance along side various special events makes Q2 a very busy and exciting period!

In Q2 we hosted **25 tournaments, special events and projects, and staff development opportunities** in addition to our regular weekly operations. Examples include:

- Renfrew Figure Skating Ice Show: April 11th
- Renfrew Silverwolves Tournament: April 17th & 18th
- Staff Fire Extinguisher Training: April 24th
- myFM Home Show: May 1st & 2nd
- Renfrew Wolves Prospect Camp: May 8th & 9th
- Queen Elizabeth Public School Track Meet: May 20th
- Pet Valu Walk for Guide Dogs: May 31st



Community Services

The Community Services Department remained active throughout the second quarter, delivering a wide range of recreation, community engagement, and partnership initiatives that supported Council's strategic priorities while strengthening relationships with community organizations.

Community Services hosted many events in addition to their regular recurring programs:

- Men's and Women's Breast Plate Making Workshops with Bonnechere Algonquin First Nation (BAFN)
- Indigenous Peoples Day on June 21 with BAFN
- 2nd Annual Volunteer Fair to connect residents with volunteer opportunities
- 3rd consecutive Poutine Feast at the Visitor Information Centre
- Offered and filled two PA Day Camps in May and June
- Successful Cobden Public School for a field trip to Ma-te-Way Park with opportunity for future school field trip packages beginning in 2027
- Free “Food Rescue Workshop” with the Renfrew South District Women's Institute
- Youth Shinny Program with Renfrew Minor Hockey Association (RMHA) to deliver the while also working collaboratively to finalize a new Memorandum of Understanding.
- Community Gardens - Oddfellows Park with Renfrew & District Food Bank fully subscribed with a waitlist
- Summer Program Guide with Renfrew Public Library with diverse recreation opportunities
- 3rd Annual Colour Fun Run coinciding with Renfrew Pride Picnic at Low Square
- 3rd Annual Pre-Canada Day Co-ed Slow Pitch Tournament with Steve Madaire to raise fund for the Renfrew & District Food Bank

Community Services, also lead special projects and built formal partnerships while maintaining service levels as they backfilled the Director of Community and Recreation Services position. Here is what else they’ve been up to!

- New Memorandums of Understanding were successfully implemented with:
    - Renfrew Lions Club (Friends of the Dog Park)
    - Renfrew Minor Hockey Association
    - Michelle's School of Performing Arts
    - Heritage Renfrew
- Recreation Service Agreements were successfully completed with:
    - Horton Township and
    - Township of Admaston/Bromley.
- Grants to Community Partners Committee completed the first intake review process and approved $17,100 in funding to support seven successful applications from local non-profit organizations to deliver programs, events, and initiatives that enhance the quality of life for residents.

Volunteer Fair







Poutine Feast





MOU
Renfrew Lions Club
Friends of the Dog Park







Field Trip

MOU
Renfrew Minor Hockey Association













Colour Fun Run







Corporate Performance and Statistics

McDougall Mill Museum

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change	Notes
Attendance	383	383	463	-21%	Does not include Saturday at the Mill attendance
Hours Open	273	273	210	24%	
Group Tours	0	0	2	-200%	
Programming	4	4	0	400%	Saturday at the Mill
Outreach	6	11	4	64%	Exhibits @ RPL, Town Hall, myFM, ON Legislature

Recreation Operations

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change	Notes
Usage					
Fitness Centre Fob Swipes	10,535 swipes	21002 swipes	24631 swipes	-14.73%	
Treadmill Mileage	2082 miles	6030 miles	9490 miles	-36.46%	
Exercise Bike revolutions	157,184 revolutions	984,832 revolutions	1,509,120 revolutions	-34.74%	
Elliptical strides	422,911 strides	1,095,936 strides	3,104,000 strides	-64.69%	One Elliptical removed in 2025, replacement ordered in Q2 of 2026.
Deslaurier Arena Hours	386.5 hours	1229.5 hours	1384 hours	-11.16%	
BEI Arena Hours	623 hours	1441.75 hours	1507.75 hours	-4.3%	Ice removed earlier in 2026 than 2025
Renfrew Home Hardware Gymnasium Hours	591.2 hours	1197.44 hours	1071.42 hours	11.76%	
myFM Centre Rooms Hours	1,222.75 hours	2621.75 hours	3118.5 hours	-15.93%	

Outdoor Courts Hours	1337.57 hours	1337.57 hours	1524.16 hours	-12.24%	
Ball Diamond Hours	518.5 hours	518.5 hours	572 hours	-9.35%	Tye Field lit in 2026
Soccer Fields & Track Hours	134 hours	134 hours	351.25 hours	-61.85%	
Visitor Information Centre	190.5 hours	269.5 hours	540.5 hours	-50.14%	
Registration					
Fitness Centre Day Passes	124 passes	264 day passes	312 day passes	-15.38%	
One Month Memberships	200 memberships	412 memberships	476 memberships	-13.45%	
3 Month Memberships	81 memberships	179 memberships	200 memberships	-10.5%	
6 Month Memberships	11 memberships	27 memberships	34 memberships	-20.59%	
1 Year Memberships	18 memberships	55 memberships	72 memberships	-23.61%	
Revenue					
Deslaurier Arena Rental Revenue	$30616.11	$137,274.97	$150336.60	-8.6%	Ice removed earlier in 2026 than 2025
BEI Arena Rental Revenue	$49350.17	$142.445.42	$178208.90	-20.06%	
Renfrew Home Hardware Gymnasium Rental Revenue	$4650.00	$13764.97	$14865.00	-7.4%	
myFM Centre Room Rental Revenue	$16778.75	$35252.64	$35922.63	-1.87%	
Ball Diamond Rental Revenue	$10242.50	$10242.50	$4272.00	139.76%	Tye Field lit in 2026
Soccer Fields & Track Rental Revenue	$4175.00	$4175.00	$6962.50	-40.03%	
Visitor Information Centre Rental Revenue	$1950.00	$3450.00	$2430.00	41.98%	

Community Services

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change	Notes
Program Registration Amount ($)	$32,933.79	$57,652.10	n/a	n/a	Did not have revenue recorded quarterly in 2025
Programs & Events	65	137	115	19.13 %	
Sessions of Programs	168	347	504	-31.15 %	
Hours of Programs & Events	511.70	1,037.37	1117.25	-7.15 %	
McGrimmon Holdings Fitness Centre Revenue	$34,334.16	$63,401.46	n/a	n/a	Did not have revenue recorded quarterly in 2025

Look Ahead

McDougall Mill Museum

- Q3 – Continue to operate daily through September 7 with Saturday at the Mill programming concluding August 29. Reduced hours after Labour Day weekend.
- Q3 – Apply for Governor General's History Award for Excellence in Community Programming for the Lou Mulvihill Sledge Hockey Exhibit at myFM Centre.
- Q3 – Formalize Lease Agreement with NHA/NHL Birthplace Museum.
- Q3 – Draft museum policy for Council's consideration and approval.
- Q3 – Draft plan for a Veteran's Banner Project on Veteran's Memorial Boulevard for Council's consideration and approval.
- Q4 – Proceed with museum modernization if Rural Ontario Development Grant is successful.

Recreation Operations

- Canada Day celebrations take place at Ma-te-Way Park on July 1.
- Repairs to Lindsay Field irrigation will take place in July.
- Park signage will be installed in July and into August.
- Ice will be installed for an opening date of August 4th on both Deslaurier Arena and BEI Arena.
- Reconstruction of the Ma-te-Way Throwing Pit will take place on about August 10th.
- Splash Pad and Tennis Courts will close for the season in mid to late October, depending on weather.

Community Services

- Continue planning and delivering upcoming community events, including Canada Day celebrations, National Day for Truth & Reconciliation, and Craft Beer & Food Truck Festival.
- Continue development of the Fall Program Guide in partnership with Renfrew Public Library.
- Finalize programming schedules and prepare for fall registration.
- Deliver 8-weeks of sold-out Summer Day Camp programming, including weekly Friday Adventure Days featuring community excursions and partnerships.
- Complete the second intake of the Grants to Community Partners program, including application review, Committee recommendations, and funding allocation.



Photo: The Town extends its sincere appreciation to the friends of the Renfrew Lions Club, Danny, Ken, Grant, Harlie, and Terry, for generously volunteering their time and skills to complete repairs to the main entrance of the Renfrew Lions Club Dog Park at Ma-te-Way Park in June. Through the recently approved Memorandum of Understanding between the Town and the Renfrew Lions Club, their efforts have helped enhance this valued community space and ensure it remains safe, accessible, and welcoming for residents and their four-legged companions.

Development & Environment

Overview of Department Activities

The Department of Development and Environment continued to operate successfully throughout Q2 while Director Withers remained in his role as Acting CAO. During this period, two members of the Department took on the Acting Director responsibilities on a rotating basis, providing leadership, oversight and support to the team. Through regular department meetings, ongoing communication, and strong collaboration among staff, the Department maintained a high level of customer service while continuing to advance Corporate Goals and Objectives.

In addition to managing day-to-day operations, the department continued to address several ongoing legal matters related to property, development and infrastructure. The Building division continued to process building permit applications, conduct inspections, and provide timely assistance to residents and builders throughout the quarter. In recognition of Building Safety Month in May, the department promoted the importance of safe construction and building code compliance through both the Town's community newsletter and social media channels. These outreach efforts helped raise public awareness about the role of building permits, inspections, and the Ontario Building Code in creating a safe community.

The Planning and Building team also completed the RFP process and awarded the Community Improvement Plan (CIP) review to WSP. Throughout the last few Over the past few months, staff have been working closely with WSP to advance the project, including developing a public engagement strategy, meeting with key stakeholders, and preparing background research. Public consultation activities are now underway and will progress into the next quarter.

Environmental Services focused on seasonal operational priorities such as the opening of the Household Hazardous Waste Depot, tree planting with OPG and Public Works, work with the Bonnechere River Trail Working Group, and the replacement of the landfill's scale.

The Municipal Property and Economic Development coordinator oversaw tenant renovations at the myFM Centre, ongoing maintenance at 1 Innovation Dr. And other Town owned facilities. Initiated appraisals for multiple surplus properties for the purpose of sale and development. initiated land sale process for surplus lands and undertook multiple meetings with hotel developers.



Figure: Beginning of Dollarama Addition



Figure: Replacement of the Landfill Scale – June 8, 2026

Corporate Performance and Statistics

Building

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change (YTD)	Notes
Building Permits Issued	9	36	40	-10%	Return to pre-COVID levels
Construction Value	$524,400	$4,468,089.90	$9,131,000.00	-57.13% -$4,468,089.90	
Permit fees	$4,893	$39,820.80	$81,493.30	-56.17% -$41,672.50	
Development Charges	$15,000	$38,562.00	$87,106.44	$-48,544.44	

Town of Renfrew - 2026 Building Permit Summary

Month	No. of Permits	2026 Construction Value	Demo Value	Permit Fee	Lot Dev. Fee	Renos/Add Comm/Res	Garages/ Storages Bldg Comm/Res	New Res	New Comm	Sign Permit	Demo	Septic System	Foundation/ Superstructure	Stop Work Orders Issued
January	1	$ 4,500.00		$ 75.00		1								
February	3	$ 374,000.00		$ 3,501.00	$ 15,000.00	1	1	1						
March	5	$ 145,900.00		$ 1,317.00		4				1				
April	7	$ 1,276,500.00		$ 11,598.00	$ 8,562.00					1				
May	9	$ 541,689.00		$ 5,071.80		7				2				
June	11	$ 2,125,500.00		$ 18,258.00	$ 15,000.00	9	1	1						
July														
August														
September														
October														
November														
December														
TOTALS	36	$ 4,468,089.00	$ -	$ 39,820.80	$ 38,562.00	22	2	2	0	4	0	0	0	0

Year to Year Comparables	No. of Permits	Construction Value	Demo Value	Permit Fees	Lot Dev.
2018	94	$6,809,745.00		$49,197.96	$ 130,600.29
2019	99	$10,470,504.67	$ 84,000.00	$92,351.24	$ 161,892.00
2020	103	$ 11,358,512.32	$ 17,500.00	$ 108,635.25	$ 125,036.00
2021	122	$ 40,401,768.87	$ 196,500.00	$ 268,286.44	$ 806,386.00
2022	82	$ 41,384,061.11	$ 32,800.00	$ 255,206.07	$ 415,933.00
2023	91	$ 27,265,091.00	$ 38,000.00	$ 153,077.16	$ 68,955.00
2024	74	$ 5,026,546.00	$ 16,600.00	$ 61,558.06	$ 32,296.75
2025	87	$ 12,431,714.00	$ 5,500.00	$ 110,799.30	$ 92,255.44
2026 - YTD	*36*	*$ 4,468,089.00*	*$ -*	*$ 39,820.80*	*$ 38,562.00*

Planning

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change (YTD)	Notes
New Applications	3	6	9	-33.3% -3 apps.	Zoning and compliance letters, ZBA
Approved Applications	3	6	8	-25% -2 apps.	Zoning and compliance reports, ZBA
Active Applications					
Consents	4	4	0	+4	
Site Plans	2	2	2	No change	

Plan of Subdivision	4	4	0	+4	
Part lot Control	0	0	2	-2	
TIEG/CIP	1	1	0	+1	
Official Plan Amendment	1	1	0	+1	
Minor Variance	0	0	2	-2	

Environmental Services

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change (YTD)	Notes
Landfill Transactions	4915	6885	6699	2.78% +186 trans.	
Landfill Tipping Fees	$126,683	$209,576	$232,285	-9.78% -$22,709	No large construction/ renos yet this year
Watermain Breaks	2	3	3	0	Fourth Ave. Stewart St. (ditch)
Water Service or hydrant repairs/ upgrades	4	5	1	+4	Bonnechere St. N. (lead service) Elgin Ave. W. Sixth St. (service) (hydrant) Patrick Ave. (Hydrant)
Sewer service repairs/ upgrades	3	3	5	-2	Hall Ave. Carswell Ave. Bonnechere St. N.

Economic Development

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change	Notes
Economic Development Meetings & Networking Events	13	16	NA	NA	First year tracking this statistic

Look Ahead

Building

- Continue to encourage and promote the use of the online e-permitting portal and the online booking inspection booking tool.
- Building Permits and inquiries are steadily increasing.
- Construction season has begun with more inspections being requested.
- Educate and remind residents about the importance of applying for building permits.
- Continued records management assistance

Planning

- Ongoing liaison with the County on planning applications.
- Official Plan was adopted at Council and sent to the County for final approval. Appeal period expires July 13, 2026.
- Ongoing coordination with WSP on the Community Improvement Plan (CIP) review, with virtual stakeholder engagement sessions planned for Q3 and the launch of two surveys to gather input from stakeholders and the community
- Continued advancement of active subdivision, site plan, consent/severance, and Zoning By-law amendment development files.
- Assumption of remaining services for Hunter Gate Ph. 4. (Pending Developer submission of remaining parkland dedication payment).
- Monitor progress of construction of Hunter Gate Phase 5 subdivision (limited progress noted to date).
- Continued records management assistance
- Awaiting review and comments from developer on the draft subdivision agreement for Mayhew, Phase 4.
- Finalize production of new *Planning Act* Application forms.
- Continued work on electronic planning application management solutions.

Environmental Services

- Closing of the Household Hazardous Waste Depot (August 29) and associated paperwork and claim submissions.
- Installation of the new Landfill scale house
- Procurement and construction of Landfill slope re-grading.
- Improvements to the Bonnechere River Trail.
- Design and procurement of the Water treatment Plant filter re-construction work
- 2027 Budget planning

Property and Economic Development

- Finalize surplus of select properties; listing of additional properties.
- Assist/coordinate Capital facility upgrades.
- Network with potential developers for residential and commercial developments.
- Roof and RTU replacement at 1 Innovation drive.

Finance and Corporate Services

Overview of Department Activities

The Finance and Corporate Service department oversees the Budget Services, Procurement, Accounts Payable, Accounts Receivables (including taxation and water/sewer), Insurance, Risk management, Human Resources, and IT services for the Town of Renfrew.

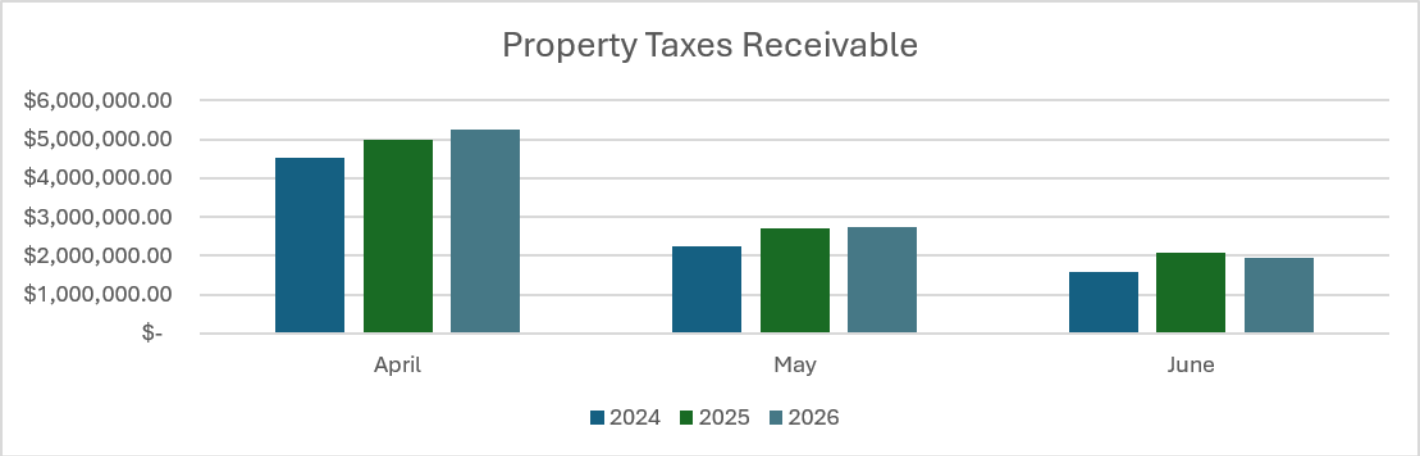
The IT duties for the organization are ongoing, including management and coordination of software, security, IT infrastructure, connectivity, servicing, and maintenance. Staff continued progressive steps in finalizing the new financial software implementation. The transitioning of the old and new systems from parallel to the new system has been completed for all modules with just the payroll module remaining, which is in progress. Ongoing implementation of the new budgeting and financial monitoring software continues during Q2.

During Q2 the scheduled water & wastewater utility billing occurred in May. There were policy review and formatting update completed for the Investment Policy. The 2026 tax rates were prepared, presented, and passed through bylaws. In June there was a quickly announced Development Charges Reduction Program (DCRP), for which the application was completed and submitted under direction given from Council. Human Resources has been performing regular and summer job recruitment and onboarding as well as the ongoing day to day HR responsibilities. Finance provided the year end information for December 31st, 2025, to the external auditors for the preparation of the 2025 Financial Statements.

Corporate Performance and Statistics

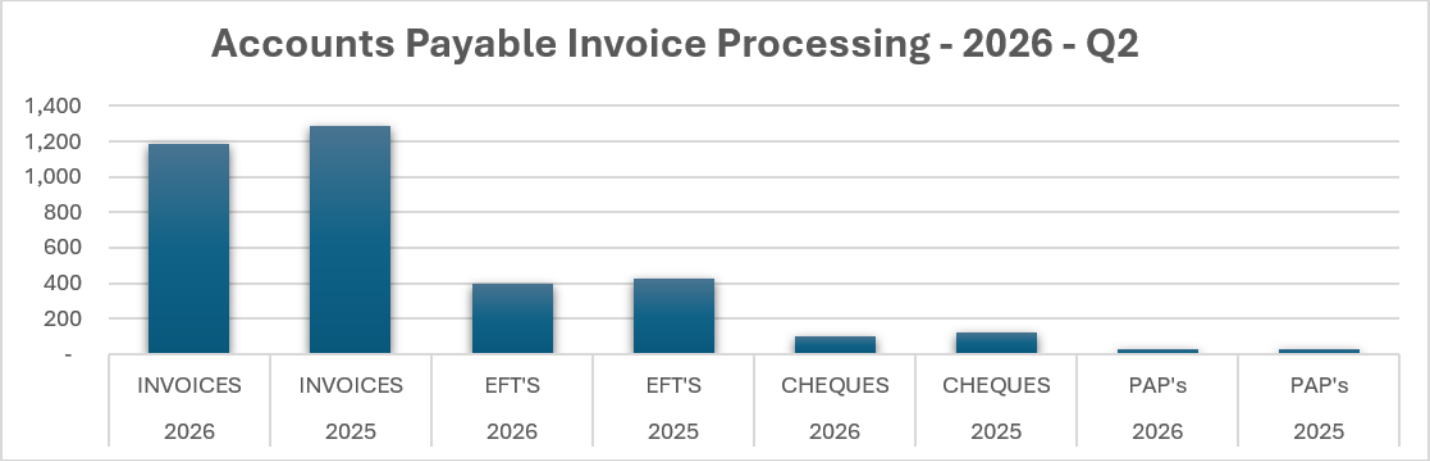
Receivables:

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Previous Year	Year-Over-Year Change	Notes
Utilities Receivable	$200,828.19	$133,204.28	$67,623.91	
Accounts Receivable	$237,817.33	$196,213.94	$41,603.39	
Property Taxes Receivable	$1,944,711.92	$2,070,190.62	-$125,478.70	



Accounts Payable:

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change	Notes
Invoices processed - QTY	1188	2738	2825	(87)	Payment method distribution is similar to the previous year.
Invoices Processed - $	$7,036,063	$16,337,287	n/a	n/a	Below breaks down invoice payment methods.



Look Ahead

- Final Tax billing occurring at the onset of Q3 and generated in the new financial software. The formatting of the tax bill printout will see minor appearance changes to the layout.
- The next regular water/wastewater utility billing will occur in September.
- Procurement Policy Lunch & Learn to orientate staff to policy updates, and as a policy refresher in July.

- Budgeting and monitoring software implementation to be completed in Q3/4. Budgeting and monitoring capabilities to be functional and available in Q3 to the department heads.
- Presentation of the audited 2025 Financial Statements anticipated in Q3.
- Asset Retirement Obligation for financial statement reporting requirements to be received and reported to council in August 2026.
- Budget planning for 2027 will commence in Q3.
- User fees will be given an annual review and updates in Q3.

Working Group and Team Updates

- Liaise with outside agencies including but not limited to MMAH, MPAC, RCCTA, keeping up to date with programs, legislated changes, and reporting requirements.
- The Finance Team provides coordinated support to the PSB, BIA and other groups.
- Participated and presented during the All-staff training day on April 30th.
- Multi-departmental collaboration in preparing and submitting the Development Charges Reduction Program (DCRP), application.
- The Town's insurance policies including data collection, applications, and questionnaires were reviewed, updated, and renewed.

Fire, Emergency & Protective Services

Overview of Department Activities

Fire

Professional Development: Full-time firefighters focused on water supply, including, master fire streams, hydrant connections and portable fire pumps. Crews also conducted drills on S.C.B.A, hose load deployment techniques and fire department ground ladders. Fulltime crews also continued working towards their blue card incident command certification. Volunteer crews focused on water supply, hydrant connects, master streams. They also conducted training evolutions on search and rescue and ventilation.

Fire Prevention staff continued to support community safety this quarter through public education, inspections, and enforcement activities aimed at reducing fire risk and improving compliance with the Ontario Fire Code. Fire Prevention staff placed particular emphasis this quarter on inspections of multi unit residential occupancies. Public education remains a core part of fire prevention programming, alongside inspection and enforcement measures used to address life safety concerns and fire hazards.

Emergency Management

The municipality's Emergency Management Program remained active this quarter through continued public education and preparedness outreach. Safety starts with being prepared and having a plan. Emergency Preparedness Week (EP Week) is a national event that educates communities across the province about actions people can take to prepare for emergency situations. This event has taken place for over 25 years. This year the event ran from May 3rd to May 9th with the theme being "Prepared Together." Each day social media posts were shared to the public with topics including being prepared with an emergency kit which allows you to be self-sufficient for at least 72 hours, risks to pets, seniors and people with disabilities during an emergency, and to be alert ready.

Bylaw

Bylaw Enforcement was busy with a high volume of calls, emails and AccessE11 submissions which resulted in many site visits and meetings. Property standards orders were issued, and compliance was in a timely fashion for those with compliance dates.

Crossing Guards

On June 25th, the Crossing Guards completed another school year and will commence in September after a well-deserved rest. We want to thank them for their time and commitment to keeping the community safe!

Community Connections

The Renfrew Fire Department visited St. Joe's SHSM Manufacturing program to provide students with hands-on training. Students had the opportunity to explore a variety of firefighting tools and equipment while learning fire safety techniques.







Corporate Performance and Statistics

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change	Notes
Total Emergency Responses	67	116	101	14.85% increase	Slight increase in fire alarm activation responses in Q1/Q2
Outdoor Recreational Burn Permits	71	93	74	25.68 % increase	Residents are purchasing permits earlier in the year
Parking Tickets Issued	52	217	348	-37.64% decrease	Enforcement of winter overnight parking bans typically occurs during significant snow or winter weather events. In seasons with fewer major snowfalls, enforcement is reduced, resulting in fewer

					tickets. Staffing changes implemented in Q2 also contributed to the overall decline in parking ticket issuance.

Look Ahead

Emergency Planning

- Emergency Management Working Group meeting to be scheduled for Q3
- Prepare the 2026 Emergency Exercise
- Research and create graphics, and social media content for Emergency Preparedness Week
- Ensure the Town's Emergency Operations Center is fully functional and prepared

Fire

Submit pumper rescue specs to Canoe. Evaluate vendor quotations received through the Canoe Procurement Group (Sourcewell) for the new Pumper/Rescue apparatus and prepare a recommendation for Council regarding the apparatus purchase.

Bylaw

- Property Standards Bylaw working group to complete amendments on the Property Standards Bylaw
- Prepare public awareness announcements and messaging to ensure residents are aware of common Town bylaws and further, ensure bylaws are available to residents

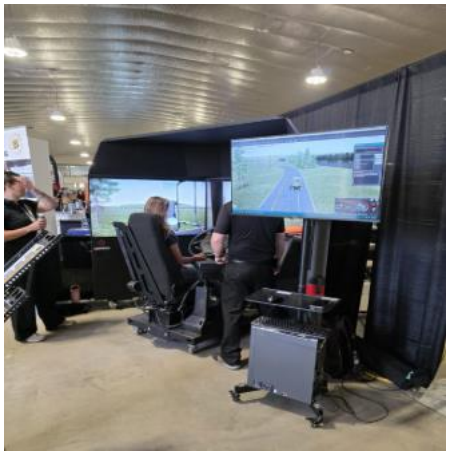
Infrastructure, Public Works & Engineering

Overview of Department Activities

The Infrastructure, Public Works and Engineering Department continued regular operations and coordination activities throughout the quarter. Monthly department meetings were held to support communication and coordination between divisions, along with regular one-on-one meetings with staff for planning, updates, and day-to-day operational discussions. Public works staff completed the transition from winter operations to Spring/Summer, including equipment changeover.

Staff also continued to meet with consultants and contractors as part of ongoing pre-construction and project coordination activities. The Streetscan program through CityLogix was completed in Q2. Work related to the Municipal Garage roof replacement project also commenced during the quarter.

- Staff attended the Association of Road Supervisors (AORS) Trade Show & Golf Tournament in Petawawa





- Construction season began in Q2 – Stevenson Crescent was completed, Seventh Street began.



Stevenson Crescent



Seventh Street

- Munroe/Harry Tender awarded to Thomas Cavanagh Construction Limited
- Miscellaneous Roads Tender awarded to D Rock Paving
- Worked with Finance on a 10-year capital plan for infrastructure
- Downtown beautification by Milliken's Landscaping
- Master Servicing Plan and Whitton Road Closure Environmental Study Report finalized
- Training for staff including Propane Course, First Aid & CPR
- Improvements to the curb appeal of roads in Town including tree planting
- New garbage cans installed on Raglan Street South
- Traffic Marking Tender – Awarded & Line Painting began
- Spring Lawn Repairs completed
- Catch Basin Cleaning Program Preparation
- Replacement of missing, cracked, and damaged signs throughout Town
- Received 1-ton 4x4 truck from Mack Mackenzie Motors (included in 2025 Capital)



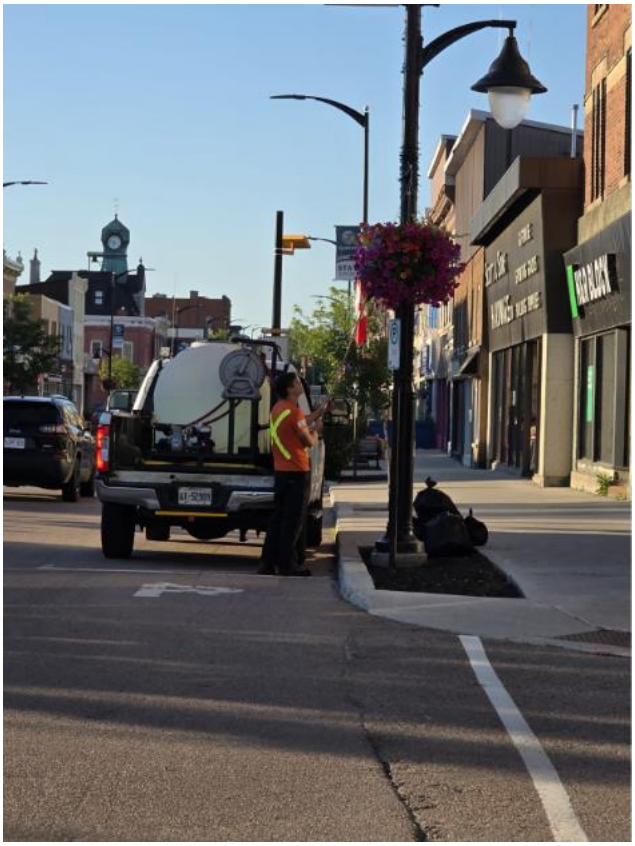
- Transition from cold patch to hot mix
- Annual Vehicle Safety Inspections began
- Tree removal/clean up at RCAF Park
- ATV trail entrance on Mask Road
- Tree planting on Veteran's Memorial Blvd
- Watering/Maintaining downtown garden beds and hanging baskets
- Public Works staff participated in Earth Day clean up picking garbage around Town
- Concrete pad was poured on Albert Street adjacent to Quail Creek to prepare for bench installation.

- Gerard Hanniman, Roads Supervisor (and RCI alumnus), presented the Renfrew County Road Supervisors Association (RCRSA) Bursary to a former co-op student (Evan Smith) at the Renfrew Collegiate Institution graduation ceremony on June 25th.



















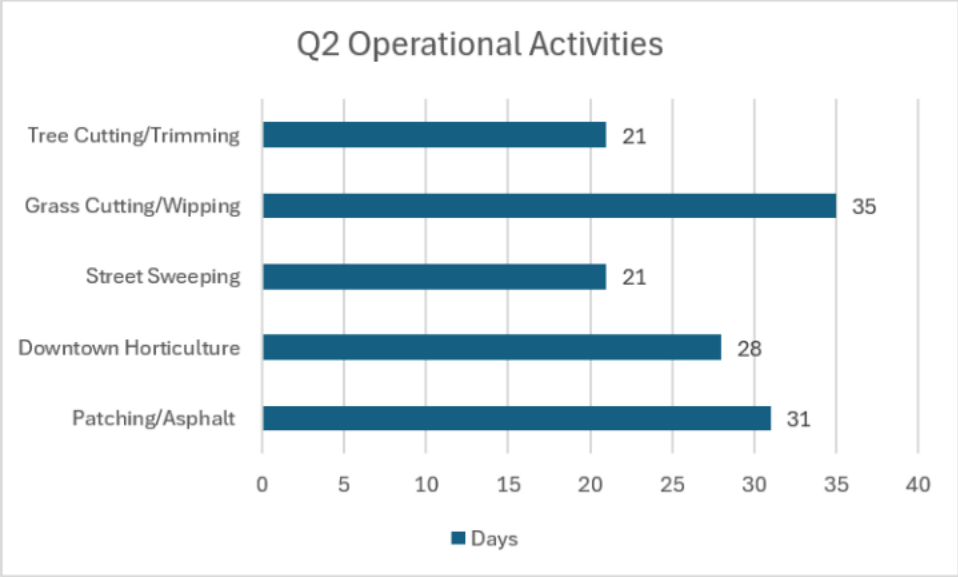






Corporate Performance and Statistics

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change	Notes
Kilometers of road rehabilitated	0	0	0	N/A	Includes resurfacing or reconstructing; All finalized work is anticipated in Q3 or Q4
Salt Used (in tonnes)	0t	975t	1400t	-30%	
Locates Done	199	233	200	+17%	
Water Meter Installations	6	6	10	-40%	Replacement & new meter installations
Cold Patch/Hot Mix	70t	120t	97t	+24%	Used for repairs (in tonnes)
Pothole Filling Days	31	49	35	+40%	Days spent completing pothole repairs
Winter Control Days	2	54	62	-13%	Includes salting, snow plowing & snow removal
Vehicle Repair Work Orders	75	165	166	-1%	Town fleet repair work orders completed



Note: Activities are not mutually exclusive. Multiple operational activities were completed on many of the same days.

Look Ahead

Infrastructure & Engineering

- Continue to coordinate with consultants and contractors during construction in Q3
- Prepare and post remaining tenders for 2026 projects
- Prepare 2027 budget
- Review condition data on roads and sidewalks through the Streetscan program & update GIS & PSD Citywide

Public Works

- Post out-of-service equipment for sale on Gov Deals
- Catch Basin Cleaning
- Replacement of missing, cracked, and damaged signs throughout Town
- Anticipated arrival of loader from the 2025 capital budget
- Crack sealing
- Renfrew County Roads Supervisors Association Annual Truck Roadeo will be hosted/held in Renfrew this year on September 3rd
- Bench installation on Albert Street
- Tree planting/replacement throughout Town
- Repairs to guard rails throughout Town

Legislative Services and Council Relations

Overview of Department Activities

During Quarter 2, the LSCR Department continued to advance key legislative, governance, and service delivery initiatives while maintaining a strong focus on preparations for the 2026 Municipal Election. Candidate information packages were finalized, staff attended specialized election training and professional development opportunities through AMCTO, and nomination filings were received from prospective candidates.

The department also continued to modernize legislative services through the implementation of the Province's digital death registration platform, with initial onboarding activities underway in preparation for launch.

Significant progress was made in records management through the hiring of a Records Management Summer Student, the approval of the Town's comprehensive Records Management Policy, and the continued classification and organization of physical records in accordance with The Ontario Municipal Records Management System (TOMRMS), supporting future records disposal and long-term records management initiatives.

The department remained committed to legislative compliance and accountability by successfully resolving all outstanding appeals with the Information and Privacy Commissioner's Office while continuing to deliver the Town's statutory responsibilities and high-quality public service.

Staff advanced the Town's governance framework through the review of key policies and ongoing updates to municipal by-laws to ensure legislative compliance and alignment with best practices. Professional development included attendance at the AMCTO Annual Conference and participation in municipal knowledge-sharing opportunities, including a staff Lunch and Learn session focused on enhancing the quality and effectiveness of Council reporting.

Staff also prepared briefing materials and coordinated arrangements for the Town's upcoming AMO Conference delegations in support of Council's advocacy priorities. The department continued to support Council and the CAO through the provision of strategic governance advice, legislative guidance, and administrative support.

Throughout the quarter, Communications staff continued to advance tourism initiatives for the Town of Renfrew through ongoing collaboration with the County of Renfrew’s Ottawa Valley Tourist Association (OVTA), the Downtown Renfrew BIA, local tourism stakeholders, and trail user groups. These partnerships have supported the continued promotion of Renfrew as a destination for visitors while identifying opportunities to strengthen tourism experiences and increase visitor engagement within the community.

A key initiative during the quarter was the development and distribution of Town of Renfrew Tourist Information Packages. These packages were created to provide visitors with accessible

information about local attractions, businesses, trails, events, accommodations, dining options, downtown map, and other community amenities. Packages are currently available at the Renfrew Visitor Information locations at the Museum, Town Hall, and Library, with signage installed at each facility to make visitors aware that the information is available. All three locations have required restocking at least once since the packages were introduced, demonstrating strong interest and demand. Staff have also received positive feedback from visitors and frontline staff, including reports of visitors specifically entering these facilities to ask for tourism information and resources.

Communications staff have also continued discussions with the County of Renfrew and Downtown Renfrew BIA regarding the “Ride Renfrew” initiative and opportunities to further promote Renfrew as a destination for cycling, trail users, and outdoor recreation. Particular attention has been given to trailhead opportunities following the County of Renfrew’s identification of the end of Railway Avenue as a designated trailhead. Discussions have focused on how this location could be enhanced and promoted as an important access point for visitors using the County’s trail network, as well as how it could better connect visitors with downtown Renfrew and other local tourism amenities.

Ongoing discussions with local trail user groups and tourism partners are expected to continue into Q3 and Q4 as the Town works toward developing a comprehensive Tourism Strategic Plan for the next term of Council. This future planning work will help identify long-term tourism priorities, opportunities for partnership and investment, and strategies to strengthen Renfrew’s position as a destination for visitors, trail users, and outdoor recreation enthusiasts.



Corporate Performance and Statistics

Key Performance Indicators (KPI's)	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change	Notes
Regular Council meetings supported	6	12	11	9%	
Closed Council meetings supported	6	10	6	66.7%	
Special Council Meetings supported	3	4	6	-33%	
Economic Development Advisory Committee meetings supported	1	4	4	0%	May was the last meeting due to disbandment
Freedom of Information requests received	0	1	2	-50%	
Freedom of Information appeals received	0	2	0	+200%	Appeals received and closed.
By-Laws enacted	38	64	58	+10%	
Mayor Decisions enacted (MDE)	1	3	N/A		No comparison YTD
Mayor Directions enacted (MDI)	4	5	N/A		No comparison YTD
Death registrations issued	112	233	233	0%	
Marriage licence issued	30	40	40	0%	
Marriage ceremonies performed	3	11	12	-8%	

Look Ahead

Elections

- The Clerk's Department will continue to receive and process nomination filings through the close of the Nomination Period on August 21, 2026.
- Candidate information packages will remain available to prospective candidates for the offices of Mayor and Councillor until the close of nominations.
- Certified candidate nominations will be finalized and posted on the Town's website following Certification Day on August 24, 2026.
- Staff will continue developing the 2026–2030 Council Orientation Program for newly elected members of Council.
- Election preparations will continue, including the delivery and testing of voting equipment and ongoing participation in the Ontario Elections Working Group to share information, best practices, and updates related to the 2026 Municipal Election.

Accessibility

- Staff will continue working with a third-party provider to prepare accessible PDF versions of key by-laws for the Town website, subject to the availability of approved budget funding.
- Staff will continue working with the Province on the implementation of death registration services through the modernized digital registration platform. The onboarding process with local funeral homes and medical facilities is underway, with staff training scheduled for Quarter 3.

Records Management

- The Records Management Summer Student will identify and prepare records that have met their retention requirements in accordance with The Ontario Municipal Records Management System (TOMRMS) classifications and the Town's Records Management Policy for disposal in Quarter 3.
- The Records Management Summer Student will continue assisting with the organization of digital records to support future planning and the transition to a digital records storage platform.
- Staff will continue developing records management procedures to supplement the Records Management Policy adopted by Council in Quarter 2.

Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) Requests

- Staff will continue to provide timely and responsive access to municipal information by accepting and processing any requests received under the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*, as well as routine disclosure requests, ensuring residents have access to information in accordance with applicable legislation and the Town's commitment to transparency and customer service.

Communication and Engagement

- As the Town moves closer to the 2026 Municipal Election period, Communications staff have placed an increased emphasis on providing residents, candidates, and the broader community with clear, timely, and accessible election-related information. Communications efforts have included sharing important dates, deadlines, voting information, nomination information, and other election-related updates through the Town's established communication channels. This work will continue throughout the election period and leading up to Election Day in October to help ensure residents have the information they need to participate in the municipal election process.

  Throughout the summer, Communications staff have also continued to provide regular public updates on important community matters, including ongoing construction projects. A dedicated *Construction Updates* webpage was created on the Town's website to provide residents with a centralized location for information about active projects, anticipated timelines, impacts, and other relevant updates. The webpage is being updated regularly as projects progress and will continue to be maintained throughout the construction season until the current projects are completed.

Tourism and community promotion will also continue into Q3. Communications staff have worked alongside the tourism summer students at the McDougall Mill Museums to develop and share social media content highlighting Renfrew's attractions, events, businesses, outdoor recreation opportunities, and other activities available throughout the summer. This collaborative approach has helped increase the amount of tourism-focused content being shared while also providing opportunities to showcase Renfrew from a visitor's perspective.

These tourism promotion efforts will continue throughout the remainder of the summer, with ongoing collaboration between Communications staff, the Museum summer students, the Downtown Renfrew BIA, and the County of Renfrew's Ottawa Valley Tourism Association. Continued partnership with these organizations will help strengthen the Town's ability to promote local attractions and experiences, encourage visitors to explore Renfrew, and support local businesses and tourism operators.

Renfrew Public Library

Overview of Department Activities

Professional Development: Staff participated in corporate training covering strategic planning, budgeting, municipal elections, policy updates, and customer service. Leadership training and municipal relations workshops were completed, staffing transitions were successfully managed, and facility safety enhancements, including the exploration of an AED, were reviewed.

Community Connections: The Annual Public Library Survey was submitted with positive results and increased service statistics. Community partnerships continued through outreach to local businesses, care facilities, Heritage Renfrew, Local Immigration Partnership, Ontrac and more.

Children's Programming: The Children's Department delivered a wide range of spring literacy and enrichment programming, including EarlyON storytimes, tween engagement activities, homeschool programming, and Indigenous-focused learning experiences. School and group visits remained a core component of service delivery.TD Summer Reading Club kicked-off in June.

Adult Programming: Adult programming remained strong this quarter, with a mix of workshops, creative programs, and educational sessions. Highlights included Heritage Renfrew Walk, the Colour Run, Culture Connect, newcomer support programming, Indigenous documentary screening with BAFN and adult paint classes. The Sensory Garden bloomed, with volunteers providing maintenance.

Corporate Performance and Statistics

	Q2 Quarter (2026)	Year-to Date (YTD)	Previous Year (YTD)	Year-Over-Year Change	Notes
Library entries	11130	20473	10500	Increase of 5.8%	Calculated by SenSource door counters
Physical materials borrowed	11826	23221	11671	Increase of 1.3%	
E-materials borrowed	6204	12764	6942	Decrease of 11%	Discontinued subscription to 2 digital resources and limited monthly Hoopla borrowing due to financial constraints
Adult & Teen Programs	63 p / 644 attendees	131 p / 1177 attendees	51 p / 525 attendees	Programs increased by	

				24%; attendance increased by 23%	
Children's Programs	46 p / 1087 attendees	105 p / 2263 attendees	68 p / 602 attendees	Programs decreased by 32%; attendance increased by 81%	Includes passive maker programs
Class Visits	23 cv / 527 attendees	41 cv / 880 attendees	16 cv / 290 attendees	Class visits increased by 44%; attendance increased by 82 %	

Look Ahead

- Q3 – Fall programs rollout; design / completion of Library and Town Fall program guide. TD Summer Reading Club finale in August
- Q3 – Internal upgrades including painting and water fountain installation in August / early September; continued search for funding possibilities for soffit repair and eavestrough installation
- Q3 – Election support at the Library
- Q3 – Forge Makerspace installation (following TDSRC wrap-up in August
- Q3 – Library Board recruitment
- Q3 – Continued implementation of 2026-2030 Strategic Plan ; review of existing Memorandum of Understanding with the Town of Renfrew as part of the Town's Corporate Plan, Strategy #10
- Q4 – Retirement succession planning and job posting





Working Group & Team Updates

McDougall Mill Museum

- Attend NHA/NHL Birthplace Museum meetings
- Attend Renfrew County Museum Network meetings
- Touch base with Heritage Renfrew (not formalized)

Recreation Operations

- Knights of Columbus Park Working Group
    - The Town and Rotary Club of Renfrew have arranged for public consultation before recommending next steps to Council and hopefully formalizing an MOU with the next term of Council
- Sport & Recreation Wall of Fame Working Group
    - The Working Group has fulfilled most of its roles according to its Terms of Reference and nominations windows are expected to open and close this fall in time for a new list of inductees.

Community Services

- Attend quarterly ROC Meeting on April 13, 2026. ROC Meetings are for all organizations or individuals that host programs and events within the Town of Renfrew or the surrounding area
- The Community Outreach & Programs Supervisor assumed the Director role in addition to their supervisor role through the first and second quarter. A new Director of Community and Recreation Services began on June 22, 2026

Infrastructure, Public Works & Engineering

- Staff attended quarterly Asset Management Steering Committee meeting
- Staff attended the Association of Ontario Roads Supervisors (AORS) Tradeshow in Petawawa on June 3rd and 4th
- Staff attended various courses and conferences, including Good Roads Conference, Municipal Road Design and Construction course, and Public Works Leadership Development Modules.

Corporate Joint Health and Safety Committee

- The Corporate JHSC met on May 11th. The committee discussed the importance of communication and following health and safety processes and procedures when working with new and young workers (i.e. summer students) as they are 3x more likely to be injured

on the job. The committee additionally had an open-discussion on various topic affecting safety in the workplace.

Property Standards Bylaw Working Group

- The Property Standards Bylaw Working Group met on June 16th to continue reviewing the current bylaw and to discuss proposed changes. The group will meet again in August.

Building

- Planning & Building Technician attended monthly Building Admin Chapter Meeting virtually.
- CBO continuing RSM online training program, participating in two sessions per month in 2026.
- CBO attended Property Standards By-Law working group meetings to discuss ongoing matters

Planning

- Continuation of liaising with the County of Renfrew on all planning matters.

Environmental Services

- The Bonnechere Trail Working Group hosted three (3) volunteer work events during the Quarter.

Library

- Abigail McQuirter was hired as the Summer Reading Club Coordinator and began in May 2026.
- Taryn MacDougall was hired as the temporary Social Media & Collections Coordinator while Emily Krosse is on maternity leave, and began in May 2026.
- Patrick Weller was hired as the temporary Adult & Teen Programming & Outreach Coordinator while Madeline Woodfine is on maternity leave, and began in June 2026.

Contact us!

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Renfrew
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Bridging Charm and Convenience

2026 Corporate Workplan

Goals & Objectives

Department Colour Legend:

Colour (Visual)	Colour (Word Description)	Department or Group
	White	Cross departmental
	Light Blue	Office of the CAO
	Green	Community & Recreation Services
	Tan	Development & Environment
	Grey	Finance & Corporate Services
	Periwinkle	Fire, Emergency & Protective Services
	Light Green	Infrastructure, Public Works & Engineering
	Dark Teal	Legislative Services & Council Relations

Note: Objectives are assigned based on functional responsibilities. CAO retains overall direction and corporate control of all Workplan initiatives.

Strategy #1: Will support an accessible, supportive, and age-friendly community by advocating for community health and wellness through strategic partnerships.

Strategic Plan Action Item Guides:

- Develop a Volunteer Program to attract, retain, orient, and recognize volunteers who support Town programs, events, and services.
- Develop with community partners an Age-Friendly Plan to support seniors, retain youth, and attract families.
- Support community-focused organizations that contribute to a healthy community (service clubs, health care providers, school boards, and non-for-profit organizations) by updating, maintaining, and developing partnerships.
- Plan and deliver a variety of programs and initiatives that continue to make Renfrew a friendly, supportive, and engaged community.
- Be a leader in making Renfrew an inclusive community by reviewing policies, programs, and services with a lens of equity, diversity, and inclusion.
- Review regularly the Town's Accessibility Plan, policies, and procedures to lead by example and meet legislative requirements.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
1. All-Staff Training Day to review strategic plan, corporate values, code of conduct, finance, and other policies and procedures. Lunch & Learns on topics of interest.	All Departments	CAO & SMT	Q2-Q4	100%	All-Staff Training Day held on April 30, 2026.
2. Enhance Town website accessibility, organization, navigability, clarity, appearance, and content, with direct access to by-laws and work towards PDF-accessible documents.	Legislative Services & Council Relations	Clerk & Communications & Engagement Coordinator	Q1-2027	20%	Website edits continue to take place on as as-needed basis. Priority by-laws have been identified and are being converted for AODA PDF-accessibility compliance.
3. Update Corporate Accessibility Policy	Legislative Services & Council Relations	Clerk	Q4 - Flow into 2027	50%	Election policy complete and uploaded to Town's Website. Accessible Customer Service Policy to be completed as part of the 2027 Policy Review. Remaining Accessibility initiatives to be part of a 2027 workplan/funding dependant.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
4. Create a more personable, accessible, and conversational approach to sharing Town of Renfrew information about events, initiatives, and community updates through YouTube and social media video Q&A sessions with Town staff and community partners.	Legislative Services & Council Relations	Communications & Engagement Coordinator	Q1-Q4	50%	Starting in January 2026, staff implemented a new "Q&A" interview-style format for social media and YouTube, designed to share information in a conversational and easy-to-digest manner. Interviews so far have featured representatives from Environmental Services, Public Works, Parks & Recreation, the Clerk's Department, the Downtown Renfrew BIA, the Renfrew & Area Chamber of Commerce, the McDougall Mill Museum, and more. The interviews have been well received, with videos reaching between 3,000 and 10,000 views each. Q2 Topics have included the Seasonal Hazardous Waste Depot, Canada Day, Volunteer

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
					of the Year Awards, and Elections. This initiative will continue throughout the remainder of 2026 as part of the Town's ongoing efforts to improve community engagement and public awareness of municipal programs, services, and initiatives.
5. Develop and implement a 2026 Elections Communication Campaign to ensure that key election information is shared with voters and candidates in a clear, timely, and accessible way.	Legislative Services & Council Relations	Clerk/Communications & Engagement Coordinator	Q1-Q3	50%	A Communications Strat Plan was developed for the upcoming 2026 Municipal Elections. Key dates and content have been identified for both candidates and votes. The Communications Strat Plan will continue to be implemented and followed until the end of the 2026 elections this fall.
6. Introduce a Junior Camp Leader Program	Community & Recreation Services	Director & Supervisor of Community Programs	Q2-Q3	50%	Q1-Begun research for Junior Camp Leader program.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
					Q2-Posted on website, social media and Spring Program Guide seeking Junior Camp Leaders.
7. Launch shinny hockey programs for both youth and seniors	Community & Recreation Services	Director & Supervisor of Community Programs	Q1-Q4	60%	Q1-Successfully launched shinny program for youth with partnership from Renfrew Minor Hockey Association. Q2-Continued Youth Shinny Program in partnership with Renfrew Minor Hockey Association. Researching feasibility for Adult Shinny Program launch in Fall.
8. Expand and develop the Lending Hub to include accessible and adaptive recreation items.	Community & Recreation Services	Director & Supervisor of Community Programs	Q1-Q4	50%	Q1-Begun research for accessible and adaptive recreation items to including in Lending Hub. Q2-Created forms for Lending Hub items and created rental requirements on ActiveNet.
9. Formalize a “Try it Free” series for sample of various recreation and	Community & Recreation Services	Director & Supervisor of Community Programs	Q1-Q4	35%	Q1 – Offered 3 free programs before the full series launched.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
fitness programs at no cost.					Q2-Worked with instructors for summer dates of “Try It Free” programs before Fall launch of programs.
10. Introduce a Self-Serve kiosk for registration and facility booking.	Community & Recreation Services	Director & Supervisor of Community Programs	Q1-Q4	0%	Q1-no update Q2-no budget to implement
11. Renewal of Renfrew Wolves lease.	Community & Recreation Services	Director & Supervisor of Recreation Operations	Q1-Q3	75%	Existing agreement reviewed with new Wolves ownership. Significant amendments requested. New agreement to come to Council for adoption. Q2-Continued with meeting with new owners to implement new agreement.
12. Re-establish the Renfrew Sport & Recreation Wall of Fame.	Community & Recreation Services	Director & Supervisor of Recreation Operations	Q1-Q4	70%	Conversation with Hockey Wall of Fame pending before project and working group term close out.
13. NHA/NHL Lease review for adequacy and potential updates	Community & Recreation Services	Director & Supervisor of Recreation Operations	Q1-Q4	20%	CRS Director has become acquainted with NHA/NHL board and staff. Needs and terms are being assessed.

2026 Corporate Workplan

Goals & Objectives

Strategy #2 – Will be a leader in environmental stewardship for current and future generations.

Strategic Plan Action item Guides:

- Provide safe and environmentally responsible water and wastewater services and infrastructure.
- Continue to foster waste diversion and effective waste management, including necessary improvements and best practices at the landfill and with curbside collection programs.
- Complete the Parks and Recreation Master Plan to ensure the Town's greenspace and natural heritage assets are protected for the long-term and enjoyed by residents and visitors.
- Work with the provincial and federal governments to establish an Urban Provincial Park within the Town of Renfrew with opportunities for public access and recreation.
- Examine opportunities to increase safe and accessible public use of the Bonnechere River and its riparian areas.
- Preserve and enhance the Town's tree canopy in the public realm through the implementation of the Tree Canopy Policy.

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
1. Implement in coordination with the MECP, RFP, budget to begin the process of rehabilitating the steep waste slopes at the landfill.	Development & Environment	Director, Manager of Environment, and Landfill Staff	Q1-Q4	20%	ECA amendment approved April 14, 2026. Draft RFP prepared in Q2 for release in Q3
2. Work with OCWA to identify funding opportunities for water and wastewater capital projects to address the current backlog of initiatives.	Development & Environment	Director, Manager of Environment and OCWA	Q1-Q4	25%	Staff are monitoring grant opportunities

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
3. Implement, subject to budget and grant availability, designed biosolids diversion project.	Development & Environment	Director, Manager of Environment	Q1-Q4	0%	Staff are monitoring grant opportunities
4. Resolve outstanding legal claims including the standpipe mixing system.	Development & Environment	Director, Manager of Environment	Q1-Q4	25%	Undertakings from examinations for discovery have been submitted. Mediation meeting scheduled for Q3
5. Upgrade facilities & operations at the landfill to support increased level of service and environmental compliance	Development & Environment	Director, Manager of Environment	Q1-Q2	50%	Scale was replaced in June. RFT for the new scale house was released in June with a proposed construction window of September/October
6. Expand the Bonnechere River Trail onto Library Archives Canada property and explore other improvements	Development & Environment	Manager of Environment	Q2-Q3	15%	ECCC has agreed to an in-person meeting to discuss further, meeting scheduled for July
7. Improve the curb appeal of roads/properties in town with tree planting (i.e. VMB; 1 Innovation Drive where ash stumps remain, etc.)	Development & Environment and Infrastructure, Public Works & Engineering	Manager of Environment/ Supervisor of Public Works	Q2-Q3	90%	Trees have been planted on VMB and dead/damaged street trees downtown replaced.
8. Landfill Contaminant Attenuation Zone progress	Development & Environment	Manager of Environment	Q1-Q4	10%	Town staff have engaged with legal and professional appraisal firm. Properties mapped and

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
					information being provided to legal/appraiser.

Strategy #3 – Will promote a complete community approach to growth, including supporting a mix of land uses with commercial, industrial, residential, and mixed-use development.

Strategic Plan Action Item Guides:

- Attract hotel, accommodation, commercial, and industrial development to support jobs and economic development opportunities.
- Implement the Town's Attainable Housing Action Plan and work with the development community and County of Renfrew on opportunities to increase the affordability, supply, and range of housing.
- Support the historical downtown business district through beautification and promotion, and the review of the Town's Business Retention and Expansion Program and Community Improvement Plan.
- Complete the Official Plan Review and Secondary Plans, including planning for infrastructure expansion in growth areas, supporting infill and redevelopment, and disposal and development of surplus Town-owned lands.

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
1. Advance surplus property marketing and sale program, with a minimum of five (5) Agreements of Purchase and sale finalized in 2026.	Development & Environment	Municipal Property/ Development Coordinator	Q1-Q4	30%	2 properties conditionally sold and working through due diligence.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
2. Attract a hotel developer to the Town of Renfrew.	Development & Environment	Municipal Property/ Development Coordinator	Q1-Q4	25%	Meetings with potential hotel investors and planning for fall investors summit through MTCS.
3. Proceed with sale of currently-surplused properties: Rec Centre; “Pines” property (VMB/O’Brien Road); Gibbons Road (beside Days Inn and behind Walmart/Froats); Seventh St.	Development & Environment	Municipal Property/ Development Coordinator	Q1-Q2	50%	Properties have been appraised and are being prepared for active listing.
4. Review and market additional potential surplus properties in accordance with the Surplus Land policy, with the goal of assessing all candidate surplus land and obtaining Council direction regarding whether to surplus.	Development & Environment	Municipal Property/ Development Coordinator	Q1-Q4	60%	Multiple new properties have been brought forward to council for review for future sale.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
5. Develop a plan and strategy for the future development of the Mask/ O'Brien block.	IPWE/Development & Environment	Directors/Manager of Engineering/Planning Technician/MPEDC	Q1-Q4	50%	Preliminary design and costing for infrastructure/servicing options 90% complete.
6. Review the Community Improvement Plan and make necessary amendments.	Development & Environment	Director/Planning Technician	Q1-Q4	5%	CIP in process of being awarded, work plan to extend into Q3/4.
7. Complete statutory review and update of the Zoning By-law.	Development & Environment	Director/Planning Technician	Q1-Q4	15%	ZBL review preliminary work plan stages underway – review of existing BL and gap analysis.
8. Develop a Water/Wastewater Capacity Allocation Policy and Tracking Tool.	Development & Environment	Director/ Manager Environment	Q1-Q4	0%	To be commenced
9. Via Zoning By-law and CIP Reviews, establish and implement a plan to encourage rehabilitation for residential purposes of second stories of downtown core (Raglan St)	Development & Environment	Director/Planning Technician	Q1-Q4	15%	ZBL Review underway in initial/background review stages. CIP in process of being awarded based on Council direction on scope.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
10. Development Charges Study Review	FCS/D&E	Treasurer/Dty. Treasurer/Dir. D&E/Planning Technician	Q1-Q4	5%	Beginning in July Q3.

Strategy #4 – Will take advantage of its strategic location for community development and growth.

Strategic Plan Action Item Guides:

- Plan for Highway 417 Expansion to attract new investment and population growth.
- Support visitor attraction and tourism by supporting signature event organizers, offering community experiences, and maintaining public attractions.
- Update the Town's growth projections and plan accordingly to increase the Town's population to 10,000 by 2035 to support community amenities and affordability.
- Complete and implement the Waterfront Master Plan, including recommended physical and programming improvements.

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
1. Encourage tourism and events to consider Renfrew as a place to meet and explore, including website, partnerships and promotional materials	Legislative Services & Council Relations	Clerk/Communications & Engagement Coordinator	Q1-Q4	75%	Despite no dedicated tourism budget in 2026, the Town has continued to advance tourism through strategic partnerships, tourism information packages,

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
					and ongoing marketing initiatives highlighting Renfrew's attractions, events, and outdoor experiences. Work is also underway on a Tourism Strategic Plan for the 2026–2030 Term of Council to establish a long-term vision for tourism development and promotion.
2. Improve wayfinding signage options for economic development purposes, drawing residents and tourists to the Town businesses and industries	Legislative Services & Council Relations	Clerk/Communications & Engagement Coordinator	Q1-Q4	50%	Town of Renfrew has been working in partnership with the Downtown BIA to establish potential locations and methods to better draw in tourist and visitors to the area. Further prioritization required in 2027 with dedicated budget to full advance initiative.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
3. Conceptualize, scope, and initiate “Ride Renfrew” campaign through Ec. Dev. Advisory Committee and local partners.	Legislative Services & Council Relations	Clerk/Communications & Engagement Coordinator	Q1-2027	75%	The County of Renfrew has officially adopted its Trail Signage Policy, identifying the end of Railway Avenue as an official trailhead within the Town of Renfrew. Throughout 2026, work will continue to develop a long-term strategy, including partnerships and funding opportunities, to create a welcoming trailhead that supports economic development, tourism, and increased business activity in the downtown core. Key partners in this initiative include the Downtown Renfrew BIA, the County of Renfrew, and various trail user groups.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
4. Install signage for parks and other attractions to be updated with history of the attraction's name, etc.	Community & Recreation Services	Director & Museum/ Archives Specialist	Q2-Q3	15%	Cenotaph research being completed by RMHSI about Cenotaph names. Opportunity for Bloomberg.
5. Hall Avenue Extension/Harry St. Connecting Links Preliminary Design, Project Packaging, and Grant Funding	Infrastructure, Public Works & Engineering	Director/Manager of Engineering & Asset Management	Q1-Q2	25%	Staff have received preliminary design and cost estimate for Hall Avenue Extension
6. O'Brien Road/Pinnacle View pump stations, trunk servicing – preliminary design, Class D cost estimates, delegation package/briefing	Infrastructure, Public Works & Engineering	Director/Manager of Engineering & Asset Management	Q1-Q2	10%	Staff is working with Jp2g on the O'Brien Road pump station
7. Renfrew East Secondary Plan Phase 1A Rollout – Identify Implementation Partners through appropriate processes	Development & Environment	Director/Municipal Property/ Development Coordinator/Planning Technician/CAO	Q1-Q4	15%	Preliminary planning, meetings and scoping underway.
8. Secure meeting with Provincial officials to	Office of the CAO	CAO/Staff support	Q2-Q3	50%	AMO Delegation requests submitted and

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
discuss funding for housing-enabling infrastructure, Connecting Links funding, and Bonnechere Manor Project					awaiting province decision.
9. Advance Highway 17 Expansion rollout, secure Provincial commitment for 2028 construction start. Host Provincial public announcement with Provincial officials, coordination and implementation activities.	Infrastructure, Public Works & Engineering; Development & Environment; Legislative Services & Council Relations	Directors/CAO/Communications & Engagement Specialist	Q1-Q2	50%	Highway 17 Announcement held in Q1, coordinating further ministry engagement in Q2 2026. Detailed design RFP issued, 2028 construction anticipated.
10. Explore partnership with County of Renfrew and modular housing manufacturer to support local economic development and	Development & Environment; Office of the CAO	Municipal Property/ Development Coordinator/Director/CAO	Q1-Q4	30%	Meetings and engagement winter 2026, manufacturer facility tour April 2026, planned Renfrew visit June 2026.

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
affordable housing priorities					

Strategy #5 – Will improve its transportation network through investment in rehabilitation, renewal, and expansion.

Strategic Plan Action Item Guides:

- Increase the number of lane kilometers rehabilitated within the Town of Renfrew with specific focus on local and residential roads.
- Complete the Master Transportation Plan and Connecting Links Rehabilitation Program, and plan for the necessary integration with the 417 Highway Expansion
- Complete the Hall Avenue Extension and Ma-te-Way secondary access.
- Continue to invest in active transportation through appropriate expansions of the Town's sidewalks, multiuse paths, trails, and other pedestrian and cycling infrastructure.

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
1. Complete road rehabilitation and reconstruction projects in the capital budget.	Infrastructure, Public Works & Engineering	Director & Engineering Team	Q2-Q4	20%	Planned commencement in Q2.
2. Ensure future year infrastructure projects are shovel-ready.	Infrastructure, Public Works & Engineering	Director & Engineering Team	Q1-Q4	20%	Staff is coordinating design projects for 2027 construction.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
3. Continue design work on the Hall Avenue Extension, second entrance road to Ma-te-Way, and Whitton/Innovation projects.	Infrastructure, Public Works & Engineering	Director & Engineering Team	Q1-Q4	65%	Preliminary design for Hall Avenue Extension is complete. Ma-te-Way entrance road ongoing, and Whitton/Innovation ESR is complete.
4. Address priority areas for resurfacing, pothole repairs, and drainage improvements, with a goal of enhancing overall road quality.	Infrastructure, Public Works & Engineering	Director & Supervisor of Public Works	Q1-Q4	25%	Priority areas will be confirmed through our Streetscan program results.
5. Develop a Road Design policy, including standards for roads and sidewalks.	Infrastructure, Public Works & Engineering	Director & Manager of Engineering	Q1-Q2	75%	Policy will be circulated to staff and Council for comment.
6. Develop and implement a shave & pave/minor rehabilitation/ resurfacing program for local roads.	Infrastructure, Public Works & Engineering	Director & Manager of Engineering	Q1-Q4	80%	Minor rehabilitation program beginning in Q3. Planning for 2027 is ongoing.
7. Extract benefits of the Algonquin Trail through partnerships with Renfrew County.	Infrastructure, Public Works & Engineering	Director	Q1-Q4	25%	Worked with the County and the RCATV Club – access to trail from Mask Road established in Q2.

2026 Corporate Workplan

Goals & Objectives

Strategy #6 – Will prioritize infrastructure renewal and implement asset management best practices.

Strategic Plan Action Item Guides:

- Work with Renfrew Hydro Inc. and Renfrew Power Generation to ensure the continued availability, modernization, and affordability of the Town's grid.
- Continue to monitor opportunities for inter-governmental collaboration, such as advocacy on new and renewed funding programs.
- Monitor the condition and capacity of the Town's water, wastewater, and stormwater infrastructure to accommodate growth and minimize service disruption through timely preventative maintenance, necessary planning and engineering, and shovel-ready projects.
- Maintain and implement the Town's Asset Management Plan to meet legislative requirements, with a focus on the allocation of appropriate financial resources.

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
1. Implement Asset Management Plan and integrate into Long-Term Financial Plan initiative.	Infrastructure, Public Works, & Engineering & Finance and Corporate Services	Manager of Engineering & Asset Management/Treasurer	Q2-2027+	15%	Preliminary planning underway, starting substantially in Q2.
2. Prepare an action plan to address those assets identified as high risk in the Asset Management Plan (AMP).	All Departments	Manager of Engineering & Asset Management/SMT	Q1-Q4	15%	High risk assets have been identified and are being included in capital planning. Roads to be further assessed once the results from Streetscan are received.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
3. Establish and implement a 10-year capital plan in consultation with the AMP including financing strategies to help guide budget deliberations.	All Departments	Director/Manager of Engineering & Asset Management/SMT	Q1-2027	30%	Ongoing. Circulated draft 10-year plan to Treasurer in Q2.
4. Continue implementation of action plan for rehabilitation of the public works garage.	Infrastructure, Public Works & Engineering	Director/Supervisor of Public Works	Q1-Q4	10%	Roof rehabilitation coordinated in Q1, work started in Q2.
5. Complete CCTV Investigations in priority areas, and update GIS Database.	Infrastructure, Public Works & Engineering	Manager of Engineering & Engineering Technician	Q1-Q2	50%	2025 CCTV program complete in Q1, 2026 CCTV program tender-ready in Q2.
6. Complete Streetscan and update Asset Management data with PCIs and SCIs.	Infrastructure, Public Works & Engineering	Manager of Engineering & Engineering Technician	Q1-Q2	100%	Complete. Awaiting results.
7. Strengthen the municipal facility maintenance approach, including strategies for increased efficiency and operational effectiveness.	Community & Recreation Services	Director/Supervisor of Recreation Operations	Q1-Q4	50%	Established annual SOP and Safety meeting schedule. Saving realized through 1 Innovation mowing in-house versus contracted. Worked with IPWE to establish grass cutting responsibilities.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
					Will increase communication with IPWE regarding fleet and equipment and enhance documentation for equipment maintained or repaired by Recreation Operations staff

Strategy #7 – Will be a municipal leader by fostering accountability, transparency, and financial sustainability.

Strategic Plan Actin Item Guides:

- Review communication, outreach, and notice practices to foster community engagement and build trust through accountability and transparency.
- Develop a long-term financial plan including debt, reserve, and investment approaches to support operations and infrastructure renewal.
- Provide regular reporting to Committee, Council, and the Community on matters affecting the Town's financial performance.
- Implement an annual workplan and annual report for the corporation, including all departments in additional to regular reporting to Committee, Council, and the Community.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
1. Establish and refine regular financial reporting to Council including monthly budget-to-actual; quarterly (monthly spring to fall) capital project updates (including project and design status updates); and regular investment and reserve reports.	Finance & Corporate Services	Treasurer/Dty. Treasurer	Q1-Q4	25%	Commenced CWB software set-up/implementation. Investment Report in Q2. Capital updates to occur monthly from June forward.
2. Provide annual update of 10-year plan of debt, debt capacity, and capital needs for review and information to Council and senior management team.	Finance & Corporate Services	Treasurer/Dty. Treasurer	Q3-Q4	5%	Initial overview began.
3. Prepare and implement an Investment Plan/Policy.	Finance & Corporate Services	Treasurer/Dty. Treasurer	Q1-Q4	15%	Investment Policy – review performed, report in Q2.
4. Complete Long-Term Financial Plan, incorporating other Corporate Work Plan objectives as appropriate.	Finance & Corporate Services	Treasurer/Dty. Treasurer	Q2-Q4	80%	Began in Q1. Working towards goal of late May, June report.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
5. Develop and recommend a provisional 2027 budget process, obtain interim budget direction, and prepare draft 2027 budget documents in anticipation of the new Council and Mayoral term.	Finance & Corporate Services	Treasurer/Dty. Treasurer	Q2-Q4	15%	To be coordinated with item 1, 2, and 4 above.
6. Develop a program for preparing prospective Mayoral candidates for the Strong Mayor budget process.	Finance & Corporate Services, Legislative Services & Council Relations	Treasurer, Clerk, CAO	Q2-Q4	0%	Starting Q3
7. Begin drafting a debt management policy for consideration by new Term of Council.	Finance & Corporate Services	Treasurer/Dty. Treasurer	Q3-Q4	0%	Starting Q3
8. Begin drafting a capital financing policy to provide guidance to future capital funding decisions.	Finance & Corporate Services	Treasurer/Dty. Treasurer	Q3-Q4	0%	Starting Q3
9. Plan for and implement as appropriate the management of non-financial assets, including	Finance & Corporate Services/Development & Environment	Treasurer/Dty. Treasurer/Municipal Property and	Q1-Q4	5%	Asset Retirement Obligations being calculated in Q2 to satisfy PSAB/financial reporting

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
but not limited to land, industrial holdings, and utilities.		Development Coordinator			and for more accurate planning.
10. Implement Phase 1 of the Water Meter Replacement Program, and present options for Phase 2 roll-out	Finance & Corporate Services	Treasurer/Dty. Treasurer	Q1-Q4	25%	Ongoing. Detailed communications in Q2. Installations in Q3.
11. Examine a water/wastewater Public Utility Model and report back to Council	Finance & Corporate Services/Development & Environment	Treasurer/Dty. Treasurer, Manager of Environmental Services	Q1-Q3	10%	Preliminary discussions related to ERO posting on Public Utility Model
12. Develop a Strong Mayor Procedure	Legislative Services & Council Relations and Office of the CAO	Clerk, CAO	Q1-Q2	10%	Initial review conducted and comparables obtained from other municipalities within Ontario. Town specific procedural document to be created and brought forward at the end of Q2, early Q3.
13. Conduct the 2026-2030 Municipal Elections – including staff elections training, procedure	Legislative Services & Council Relations	LS team, CAO, and supporting departments	Q1-Q4	50%	Key procedure documents complete and available online. Candidate packages

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
development, implementation, and required reporting					finalized in time for Nominations being open. Key messaging circulated to the community. Help desks set up. Audit testing being conducted on online portal. Workflow initiated with Service Provided. Team working with Elections Ontario to data cleanse preliminary voter list.
14. Establish and implement a Council Orientation and Training Program for the 2026-2030 Term of Council. Examine opportunities for intermunicipal collaboration and joint training initiatives.	Office of the CAO, Legislative Services/Council Relations, and SMT	CAO, Clerk and SMT	Q2-Q4	30%	Time Block Schedule et. Feedback received from SLT on primary topics.
15. Implement and refine procedural governance as it relates to Standing Committees, Working Groups, Local Boards, and	Legislative Services & Council Relations and Office of the CAO	Clerk, CAO	Q4 2026 – Q1 2027 based on New Term of Council	20%	Initial review conducted with input from Legal and CAO. Draft edits under review.

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
the Town's Procedural By-law.					
16. Explore opportunities for continuous education and corporate core competency development, including "lunch & learn" sessions, and facilitated workshops.	Office of the CAO	CAO, supporting staff/facilitators	Q1-Q4	25%	Lunch and learns on Report Writing and Finance Software planned for Q2. AMCTO conference digital sessions planned for Q3/4.

Strategy #8 – Will embrace change through innovation, use of technology, and inter-departmental, inter-municipal, and inter-governmental collaboration.

Strategic Plan Action item Guides:

- Advocate with other levels of government for adequate infrastructure funding and service delivery modernization.
- Continue to review the efficiency and effectiveness of Town services through a culture of continuous improvement and best practices.
- Work with other municipalities to identify opportunities for shared resources by developing new collaborative models and reviewing existing reciprocal agreements.
- Embrace the use of technology to modernize Town operations by completing an Information Technology Review.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
1. Enhancement and implementation of the Records Management Program.	Legislative Services & Council Relations, Office of the CAO and SMT	Town Clerk, CAO & SMT	Q1-2027	40%	Revised Records and Information Management Policy brought forward to Council and adopted. Records Management Summer student started on classification and records disposition in basement.
2. Continue seeking potential shared service opportunities with other municipal partners, organizations and agencies.	Office of the CAO	CAO & SMT	Q1-Q4	25%	Intermunicipal collaboration on elections training, electronic voting, technical working groups (e.g., clerks, PW, planning), service agreements in place or in process for Economic Development (CoR), Planning (CoR), and Building Services (MB/GM).
3. Integrate new Finance software into all departments and budgeting processes, including training for all SMT and department users.	Finance & Corporate Services	Treasurer & SMT	Q1-Q4	90+%	Transitioning modules and planning staff training sessions. Overview presented at Staff Training. Focused training to follow during Q3.
4. Coordination of efforts across departments to lobby for	Office of the CAO	CAO & SMT	Q1-Q4	25%	Funding initiatives being sought with Federal and

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
strengthened long-term operating and capital funding from Federal and Provincial sources.					Provincial Governments through various streams.
5. Explore/Research AI-powered service delivery models as part of Long-Term Financial Planning	All Departments	SMT	Q1-Q4	25%	AI infrastructure, policy and security requirements being explored.
6. New I-City Customer portal	Finance & Corporate Services	Treasurer/Dty. Treasurer	Q1 – Q2	90%	Implementation planning in Q1. Going live in Q2. (May) Communications and instructions to residents being done concurrently. New registration for tax accounts July.

Strategy #9 – Will ensure the safety and protection of persons and property through effective community safety programs and fire, emergency planning, bylaw enforcement, and police services.

Strategic Plan Action Item Guides:

- Adopt a Community Safety and Well-Being Plan as developed by the Renfrew Police Services Board.
- Review by-laws and enforcement. Investigate the potential implementation of an Administrative Monetary Penalty System.
- Complete and begin implementation of the Fire Master Plan.

2026 Corporate Workplan

Goals & Objectives

- Prepare for emergencies through effective public education campaigns and on-going review and implementation of the Town's Emergency Management Plan.

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
1. Continue with the implementation of key recommendations identified in the Master Fire Plan.	Fire, Emergency, & Protective Services	Director/Fire Chief	Q1-Q4	25%	Work has continued on select recommendations identified in the Master Fire Plan.
2. Provide guidance to property owners to encourage voluntary compliance and fire-safe practices.	Fire, Emergency & Protective Services	Director/Fire Chief	Q1-Q4	25%	Staff continue proactive engagement with property owners by providing clear direction on identified fire safety concerns, recommended corrective measures, and applicable compliance timelines.
3. Educate and inform citizens of the Town in terms of fire safety, fire prevention and enforcement.	Fire, Emergency & Protective Services	Director/Fire Chief,	Q1-Q4	35%	Staff delivered public education and information to residents on fire safety, fire prevention, and regulatory requirements through inspections, direct inquiries, community interactions, and routine communications through media outlets.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
4. Implementation of a public awareness campaign regarding revised carbon monoxide safety regulations.	Fire, Emergency & Protective Services	Director/Fire Chief,	Q1-Q2	75%	Effective Jan 1, 2026, requirements for Carbon Monoxide Alarms have changed, as such Staff have educated residents through media outlets and will continue throughout the year.
5. Maintain the Emergency Management Plan to ensure compliance with Provincial regulations.	Fire, Emergency & Protective Services	Director/Fire Chief, Protective Services Coordinator	Q1-Q4	10%	Maintained and updated the Municipal Emergency Management Plan to support ongoing compliance with applicable provincial legislation. The Emergency Management Program Committee will be meeting in August/September
6. Education and inform citizens of the Town in terms of Emergency Preparedness and Emergency Planning.	Fire, Emergency & Protective Services	Director/Fire Chief	Q1-Q4	50%	Provided education and information to residents on emergency preparedness and emergency planning. Activities included promoting household preparedness, personal emergency planning, and public awareness during Ontario's Emergency

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
					Preparedness Week, with messaging focused on readiness, resilience, and the importance of being prepared for local emergencies.
7. Undertake a review of the Property Standards Bylaw. Present draft by-law to Council.	Fire, Emergency & Protective Services	Director/Fire Chief & Property Standards Working Group	Q4	70%	Fourth and final Property Standards Working Group meeting to be scheduled for September. Staff will proceed with all recommended changes and bring the draft bylaw to COW for review
8. Provide clear information to residents and businesses on by-law requirements via the municipal website, brochures, and direct communication.	Fire, Emergency & Protective Services	Director/Fire Chief, Protective Services Coordinator	Q1-Q4	25%	Staff are working with the Clerks Team to ensure pertinent Bylaws are on the Towns website and available to the public.
9. Evaluate needs and upgrades to maintain the myFM Centre as a regional evacuation centre	Fire, Emergency & Protective Services	Director/Fire Chief, Protective Services Coordinator	Q1-Q4	10%	Preliminary review has identified that the current generator does not supply backup power to the entire facility, which may limit the myFM Centre's effectiveness for emergency operations or evacuation centre use. A more

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
					detailed assessment is required to understand current building power demands and existing generator coverage.
10. Implement community safety initiatives in collaboration with OPP	Legislative Services & Council Relations/ Infrastructure, Public Works & Engineering/ Fire, Emergency & Protective Services	Directors	Q1-Q4	0%	Staff are scheduled to meet in Q3 to discuss options for community safety initiatives
11. Evaluate needs and upgrades to ensure adequate water/sewer lift stations generator needs	Fire, Emergency & Protective Services/D&E/IPWE	Directors, Manager Env. Serv. Protective Services Coordinator	Q1-Q4	5%	Preliminary review only; no substantive assessment has been completed to date. The item remains identified for future evaluation to determine generator capacity, redundancy, and backup power requirements for water and sewer lift station operations.

2026 Corporate Workplan

Goals & Objectives

Strategy #10 – Will determine levels of service for all Town programs and infrastructure, including operations and maintenance.

Strategic Plan Action Item Guides:

- Review customer service standards and implement a new Service Renfrew model to increase accessibility, improve customer experience, and greater use of technology.
- Complete and begin implementation of the Parks & Recreation Master Plan and Arts, Heritage & Culture Master Plan.
- Continue to work with the Renfrew Public Library and review the existing Memorandum of Understanding to explore further opportunities for collaboration.
- Explore opportunities for publicly supported transit at the Town and regional levels, with continue support for accessible transportation.

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
1. Continue implementation of the Town's new Brand, specifically as it relates to signage, wayfinding, vehicles, and document templates.	All Departments	Communications & Engagement Coordinator, SMT	Q4 – into 2027 budget dependent	25%	Signage and branding updates in progress in various locations based on budgeted replacements. Policies being moved into new template through review schedule.
2. Implement the 2026 Communication Strategy and Action Plan.	Legislative Services & Council Relations	Communications & Engagement Coordinator	Q1- Q4	100%	The 2026 Communications Strategy, in partnership with the 2026 Communications Elections Strat Plan has been created, and is currently being executed.

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
3. Pursue Community Garden expansion at Kiwanis Park through grant funding.	Community & Recreation Services	Director	Q1-Q4	0%	Watching for grant; have quotes for fencing; do not have funds approved within 2026 budget. Q2-Do not have budget – will continue to explore grant options.
4. Begin the cosmetic revamp of Parks with updated signage and tables and benches as budget permits, including the legislative requirement of 25% accessible tables and benches.	Community & Recreation Services	Director	Q1-Q4	90%	Naming signage has been installed for all parks. Remaining budget at end of season will be used for accessible seating which was not included in capital. Rule/emergency/contact signage will hopefully be completed in 2027
5. Begin McDougall Mill Modernization initiative with preparation of drawings and costing for appropriate building updates.	Community & Recreation Services	Director & Museum/ Archive Specialist	Q1-Q4	15%	CRS Director briefed on initiative. Awaiting ROD grant award or decline without new timeline for announcement.
6. Plan for future enhancement of McDougall Mill Museum outdoor space with seating, millstones relocation, decorative elements and motorcycle parking signage	Community & Recreation Services	Museum/ Archive Specialist	Q2-Q4	95%	Millstone relocation completed with support from Infrastructure, Public Works and Engineering. Two picnic tables donated by Burnstown Castle Building

2026 Corporate Workplan

Goals & Objectives

Objectives to Achieve Strategy	Department	Lead	Completion Date	Status	Update & Next Steps
for the Ride Renfrew Initiative. Identify costs, 2027+ budget funding sources and grant opportunities.					Centre which have been assembled, painted and installed. Motorcycle signage pending.