



Renfrew
INC • 1858
Bridging Charm and Convenience

Road to 2035

Strategic Plan



About Renfrew

Renfrew is a vibrant and welcoming community that cherishes its unique natural beauty, rich heritage, and diverse population.

Renfrew Town Council is guided by a forward-thinking strategic plan, Renfrew is committed to sustainable growth, inclusive development, and quality of life for all residents. Together, we strive to create a thriving town where innovation, collaboration, and civic engagement flourish.

This comprehensive strategic plan aims to position the Town of Renfrew as a resilient, forward-thinking community that prioritizes the well-being of its residents, sustainable development, and effective governance. Regular monitoring, evaluation, and community engagement will be key to the successful implementation of these strategies.

Plan Horizon 2035



Renfrew





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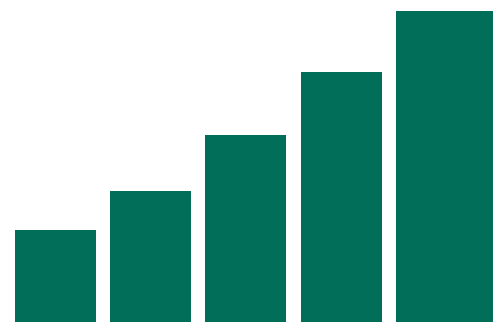
Renfrew Road to 2035

Staffing Structure

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Action Items

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Town Council

2022-2026



Photo left to right: Councillor John McDonald, Councillor Andrew Dick, Councillor Jason Legris, Mayor Tom Sidney, Reeve Peter Emon, Councillor Kyle Cybulski and Councillor Clint McWhirter.

Vision

The Town of Renfrew will foster growth and attract new residents and amenities by adapting to change while retaining its small-town roots with excellent quality of life.

Mission

The Town of Renfrew delivers quality services and maintains reliable infrastructure in a financially sustainable manner while building a safe and inclusive community.

Research & Engagement

How Did We Get Here?

January 2023
Council Endorses
Elements of Plan

April 2023
Council Reviews
Survey Results

November 2023
Public Survey #2

February 2023
Public Survey #1

September 2023
Council Prioritizes
Strategies

December 2023
Public Meeting &
Adoption of Plan

Snapshot

300+

Public Comments

44

Action Items Identified

10

Strategic Priority Areas



Renfrew



RENFREW ROAD TO 2035

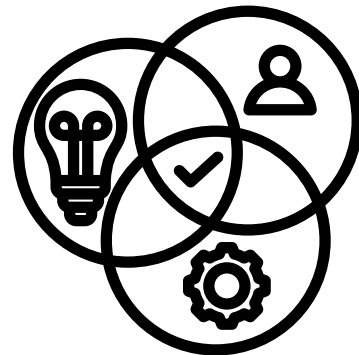
Corporate Values

- o Collaboration and Teamwork
- o Fairness and Inclusion
- o Integrity and Respect



Corporate Competencies

- o Adaptability to Change
- o Communication
- o Learning, Development and Awareness



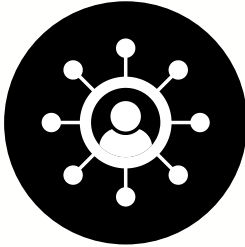
Areas of Strategic Focus

- o Community
- o Environment
- o Growth
- o Infrastructure
- o Organization
- o Services



TOWN OF RENFREW

STAFFING STRUCTURE



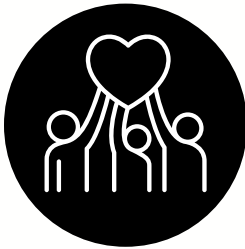
Office of the CAO & Town Clerk

Corporate Management and Governance, Legislative Services, Elections, Legal Services, Human Resources, Labour Relations, Government Relations, Information Technology, Insurance and Risk Management, Economic Development and Tourism, Corporate Communications, Public Engagement, Records Management, Accessibility, Vital Statistics and the Ottawa Valley Business Hive.



Finance & Client Services

Municipal Taxation and Billing, Development Charges, Procurement, Fees and Charges, Service Renfrew including Customer Service, Municipal Budget, Financial Management, Reserves, Debt and Investments.



Library, Community & Recreation Services

Community Programs, Outreach, Partnerships, Events, Diversity, Equity and Inclusion, myFM Centre Recreation Complex, Ma-te-Way Park, Public Skating, Facility Booking, Sports Fields, Museums, Community Gardens and the Renfrew Public Library (governed by its Board).



Development, Environment & Infrastructure

Winter & Summer Maintenance, Roads, Public Works, Stormwater Management, Sidewalks and Active Transportation, Trails and Multi-Use Pathways, Streetscaping, Trees, Stormwater Management, Planning and Building Code, Environmental Services, Water and Wastewater, Waste Management and Landfill, Energy, Engineering Services and Capital Projects



Fire, Emergency & Protective Services

Fire Services, Emergency Management, By-law Services, Policing, Licensing, Crossing Guards and Community Safety.



Renfrew

Strategic Areas of Focus

Strategies

- The Town of Renfrew will support an accessible, supportive, and age-friendly community by advocating for community health and wellness through strategic partnerships
- The Town of Renfrew will be a leader in environmental stewardship for current and future generations.
- The Town of Renfrew will promote a complete community approach to growth, including supporting a mix of land uses with commercial, industrial, residential, and mixed-use development.
- The Town of Renfrew will take advantage of its strategic location for community development and growth.
- The Town of Renfrew will improve its transportation network through investment in rehabilitation, renewal, and expansion.
- The Town of Renfrew will prioritize infrastructure renewal and implement asset management best practices.
- The Town of Renfrew will be a municipal leader by fostering accountability, transparency, and financial sustainability.
- The Town of Renfrew will embrace change through innovation, use of technology, and interdepartmental, inter-municipal, and inter-governmental collaboration.
- The Town of Renfrew will ensure the safety and protection of persons and property through effective community safety programs and fire, emergency planning, by-law enforcement, and police services.
- The Town of Renfrew will determine levels of service for all Town programs and infrastructure, including operations and maintenance.

Strategy: The Town of Renfrew will support an accessible, supportive, and age-friendly community by advocating for community health and wellness through strategic partnerships

<u>Action Item</u>	<u>Importance</u>	<u>Timing</u>
Develop a Volunteer Program to attract, retain, orient, and recognize volunteers who support Town programs, events, and services.	High	1-5 years
Develop with community partners an Age-Friendly Plan to support seniors, retain youth, and attract families.	High	1-5 years
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.	High	1-5 years
Plan and deliver a variety of programs and initiatives that continue to make Renfrew a friendly, supportive, and engaged community.	High	1-5 years
Be a leader in making Renfrew an inclusive community by reviewing policies, programs, and services with a lens of equity, diversity, and inclusion.	Medium	1-5 years
Review regularly the Town's Accessibility Plan, policies, and procedures to lead by example and meet legislative requirements.	Medium	1-10 years

Strategy: The Town of Renfrew will be a leader in environmental stewardship for current and future generations

<u>Action Item</u>	<u>Importance</u>	<u>Timing</u>
Provide safe and environmentally responsible water and wastewater services and infrastructure.	Very High	Now
Continue to foster waste diversion and effective waste management, including necessary improvements and best practices at the landfill and with curbside collection programs.	Very High	Now
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.	High	1-5 years
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.	Medium	1-10 years
Examine opportunities to increase safe and accessible public use of the Bonnechere River and its riparian areas	Medium	1-10 years
Preserve and enhance the Town's tree canopy in the public realm through the implementation of the Tree Canopy Policy.	Medium	1-10 years



Strategy: The Town of Renfrew will promote a complete community approach to growth, including supporting a mix of land uses with commercial, industrial, residential, and mixed-use development.

<u>Action Item</u>	<u>Importance</u>	<u>Timing</u>
Attract hotel, accommodation, commercial and industrial development to support jobs and economic development opportunities.	Very High	1-5 years
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.	High	1-5 years
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	High	1-5 years
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.	Medium	1-10 years



Strategy: The Town of Renfrew will take advantage of its strategic location for community development and growth.

<u>Action Item</u>	<u>Importance</u>	<u>Timing</u>
Plan for Highway 417 Expansion to attract new investment and population growth.	Very High	1-10 years
Support visitor attraction and tourism by supporting signature event organizers, offering community experiences, and maintaining public attractions.	Medium	1-5 years
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	Medium	1-5 years
Complete and implement the Waterfront Master Plan, including recommended physical and programming improvements.	Medium	1-5 years



Strategy: The Town of Renfrew will improve its transportation network through investment in rehabilitation, renewal, and expansion.

<u>Action Item</u>	<u>Importance</u>	<u>Timing</u>
Increase the number of lane kilometers rehabilitated within the Town of Renfrew with specific focus on local and residential roads.	Very High	1-10 years
Complete the Master Transportation Plan and Connecting Links Rehabilitation Program, and plan for the necessary integration with the 417 Highway Expansion.	High	1-10 years
Complete the Hall Avenue Extension and Ma-te-Way secondary access.	Medium	1-10 years
Continue to invest in active transportation through appropriate expansions of the Town's sidewalks, multiuse paths, trails, and other pedestrian and cycling infrastructure.	Medium	1-10 years



Strategy: The Town of Renfrew will prioritize infrastructure renewal and implement asset management best practices.

<u>Action Item</u>	<u>Importance</u>	<u>Timing</u>
Work with Renfrew Hydro Inc. and Renfrew Power Generation to ensure the continued availability, modernization, and affordability of the town's grid.	Very High	Now
Continue to monitor opportunities for inter-governmental collaboration, such as advocacy on new and renewed funding programs.	Very High	1-5 years
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.	Very High	1-10 years
Maintain and implement the Town's Asset Management Plan to meet legislative requirements, with a focus on the allocation of appropriate financial resources.	High	1-10 years



Strategy: The Town of Renfrew will be a municipal leader by fostering accountability, transparency, and financial sustainability.

<u>Action Item</u>	<u>Importance</u>	<u>Timing</u>
Review communication, outreach, and notice practices to foster community engagement and build trust through accountability and transparency.	Very High	Now
Develop a long-term financial plan including debt, reserve, and investment approaches to support operations and infrastructure renewal.	Very High	Now
Provide regular reporting to Committee, Council, and the Community on matters affecting the Town's financial performance.	Very High	Now
Implement an annual workplan and annual report for the corporation, including all departments in addition to regular reporting to Committee, Council, and the Community.	High	1-5 years



Strategy: The Town of Renfrew will embrace change through innovation, use of technology, and inter-departmental, inter-municipal, and inter-governmental collaboration.

<u>Action Item</u>	<u>Importance</u>	<u>Timing</u>
Advocate with other levels of government for adequate infrastructure funding and service delivery modernization.	Very High	1-5 years
Continue to review the efficiency and effectiveness of Town services through a culture of continuous improvement and best practices	High	1-5 years
Work with other municipalities to identify opportunities for shared resources by developing new collaborative models and reviewing existing reciprocal agreements	High	1-10 years
Embrace the use of technology to modernize Town operations by completing an Information Technology Review.	Medium	1-5 years



Strategy: The Town of Renfrew will ensure the safety and protection of persons and property through effective community safety programs and fire, emergency planning, bylaw enforcement, and police services.

<u>Action Item</u>	<u>Importance</u>	<u>Timing</u>
Adopt a Community Safety and Well-Being Plan as developed by the Renfrew Police Services Board.	Medium	1-5 years
Review by-laws and enforcement. Investigate the potential implementation of an Administrative Monetary Penalty System.	Medium	1-10 years
Complete and begin implementation of the Fire Master Plan.	Medium	1-10 years
Prepare for emergencies through effective public education campaigns and on-going review and implementation of the Town's Emergency Management Plan.	Medium	1-10 years



Strategy: The Town of Renfrew will determine levels of service for all Town programs and infrastructure, including operations and maintenance.

<u>Action Item</u>	<u>Importance</u>	<u>Timing</u>
Review customer service standards and implement a new Service Renfrew model to increase accessibility, improve customer experience, and greater use of technology.	High	1-5 years
Complete and begin implementation of the Parks & Recreation Master Plan and Arts, Heritage & Culture Master Plan.	High	1-10 years
Continue to work with the Renfrew Public Library and review the existing Memorandum of Understanding to explore further opportunities for collaboration.	Medium	1-5 years
Explore opportunities for publicly supported transit at the town and regional levels, with continued support for accessible transportation.	Medium	1-10 years



Contact Us



613-432-4848



info@renfrew.ca



www.renfrew.ca

If you have any questions, feedback, or ideas related to our plan, we would love to hear from you. Our team is dedicated to creating a collaborative and inclusive decision-making process, and your input plays a vital role in shaping our future.

We believe that by working together, we can develop a strong and impactful strategic priorities plan that addresses the needs and aspirations of our organization and community. Please feel free to reach out to us using the contact form below. We are here to provide you with any information or assistance you may need.

Our friendly and knowledgeable team is ready to guide you through the details of our strategic priorities plan and help address any concerns.

We appreciate your engagement and are grateful for your valuable input.



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