

**CORPORATION OF THE TOWN OF PETAWAWA**

**BY-LAW 714/11**

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**BEING A BY-LAW TO ADOPT THE TOWN OF PETAWAWA  
2011 STRATEGIC PLANNING DOCUMENT**

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**WHEREAS** the Council of the Corporation of the Town of Petawawa wishes to adopt the 2011 Strategic Planning Document;

**NOW THEREFORE BE IT ENACTED BY THE CORPORATION OF THE TOWN OF PETAWAWA AS FOLLOWS:**

1. That the "Town of Petawawa 2011 Strategic Planning Document" attached hereto as Schedule "A" be and is hereby adopted.
2. That Schedule "A" is deemed to form part of this by-law.
3. That this by-law shall come into force and take effect following third reading.

By-law read a first and second time this 2<sup>nd</sup> day of August, 2011.

By-law read a third time and passed this 2<sup>nd</sup> day of August, 2011.

  
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Mayor

  
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Clerk



# **2011 Strategic Planning Document**

**August 2, 2011**

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# VISION

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The Town of Petawawa's vision for the next five years (2015) is:

**Petawawa is known as the community of choice in Renfrew County and is recognized for its safe, vibrant and comfortable lifestyle.**

# MISSION

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The Town of Petawawa's mission is:

**To help meet the health, safety and leisure needs of the Town of Petawawa's residents by the provision of efficient and effective public works services (transportation, water treatment and distribution, sewage collection and treatment), waste management, recreational and library services, land use planning, economic development and protective services (fire, police, animal control, building).**

# **CORE VALUES**

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The Town of Petawawa's core values are:

- 1. Excellence in customer service**
- 2. Fiscal responsibility**
- 3. Public safety**
- 4. Strong local economy**
- 5. Orderly growth and development**
- 6. Integrity, accountability and transparency**

# STRATEGIC OBJECTIVES

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The Town of Petawawa's strategic objectives are:

- 1. To achieve resource and financial sustainability**
- 2. To ensure appropriate and adequate planning for growth and development**
- 3. To achieve a reputation as a helpful, safe, healthy and environmentally-friendly community**
- 4. To become a centre for excellence in recreation, culture and tourism**
- 5. To encourage economic development and promote an attractive and welcoming community**

# STRATEGIC GOALS

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## Strategic Objective #1

✓ **To achieve resource and financial sustainability**

Goals:

- 1) Investigate non-traditional funding sources
  - Explore municipal and public/private funding partnerships
  - Work with senior governments and municipal associations to ensure ongoing and stable funding
  - Work with neighbouring municipalities, the County of Renfrew, and CFB Petawawa on capital projects of mutual benefit
- 2) Create a corporate asset management plan to include process of annual tax-supported contributions to reserve funds to meet lifecycle needs
- 3) Perform an evaluation of the full cost of Town programs and services (i.e. review fees and charges)



# STRATEGIC GOALS

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## Strategic Objective #2

- ✓ **To ensure appropriate and adequate planning for growth and development**

### Goals:

- 1) To be aware of all areas of infrastructure status
  - Update the Town's Infrastructure Study
  - Identify capacity in areas of water and sewer infrastructure, including the effect of residential and commercial growth
  - Conduct regularly scheduled meetings with key staff to review growth and corresponding infrastructure requirements
  - Invest in software to inventory infrastructure
- 2) Develop an infrastructure replacement plan based on the Infrastructure Study
  - Create a financial plan for the water and sewer systems
- 3) Analyze staffing levels to ensure adequate level of service
  - Investigate hiring an engineering technician on staff to oversee infrastructure management
- 4) Complete the Official Plan review
- 5) Review Development Charges policy
- 6) Investigate ways to reduce congestion during peak times (2<sup>nd</sup> bridge)
- 7) Reconstruct Victoria Street using a Town/County partnership
- 8) Establish water conservation strategy including water meters within 5 years

# STRATEGIC GOALS

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## Strategic Objective #3

- ✓ **To achieve a reputation as a helpful, safe, healthy and environmentally-friendly community**

### Goals:

- 1) Upgrade Town website (more user-friendly, improve access to information, publish strategies and results)
- 2) Use technology to improve access to services
  - Outdoor digital displays, online registration, social marketing
- 3) Survey community to get customer service feedback
- 4) Establish ad hoc committees of Council to address issues that are important to residents, but outside the mandate of the municipality (i.e. seniors housing)
- 5) Participate in making recommendations to the OPP's Business Plan goals and objectives
- 6) Financially support the periodic "satisfaction survey" conducted by the PSB
- 7) Update the Fire Department equipment and vehicle replacement schedule
- 8) Enhance Fire Prevention Branch to accommodate growth in mercantile and residential
- 9) Monitor fire protection capacity and forecast future needs
- 10) Implement a staffing system that will guarantee 24/7 response 365 days/year
- 11) Recruit 2 physicians by 2012 and establish a walk-in clinic
  - Discuss possibility of PCFHC acting as the Town's recruiting agent
  - Continue to support and play an active role in the work of the UOVMRC
- 12) Develop municipal conservation policy (e.g. 70% diversion by 2012)
- 13) Investigate the feasibility of investing in a Town-owned green investment (solar project)

# STRATEGIC GOALS

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## Strategic Objective #4

- ✓ **To become a centre for excellence in recreation, culture and tourism**

### Goals:

- 1) Review the recommendations of the Recreation Master Plan
- 2) Enter into discussion with School Boards for sharing of facilities
  - Include Library in these discussions
- 3) Assist community groups and service clubs to meet their needs to provide valuable community programs
- 4) Continue to support Festival Hall agreement
- 5) Continue to develop Town-wide trail system
- 6) Investigate feasibility of establishing a Tourist Centre in Town
- 7) Pursue improvements to existing tourism assets
  - Develop inventory of all tourism assets
  - Invest in improvements to the Petawawa Point
  - Investigate purchase of portable stage
  - Increased signage outside Town limits
- 8) To support and enhance the existing tourism sector within the Town
  - Use Expo 150 to promote the Town
  - Develop a promotional package
  - Identify and promote a tourist focal point for the Town (i.e. "Eastern Ontario's Outdoor Recreation Playground")
  - Pursue conventions, sports tournaments and festivals
  - Connect with established river user groups (i.e. River Rats) to aid in the promotion of kayaking and canoeing

# STRATEGIC GOALS

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## Strategic Objective #5

- ✓ **To encourage economic development and promote an attractive and welcoming community**

Goals:

- 1) Further develop Industrial Park
  - Adopt a concept plan for future development (i.e. install roads/services)
  - Develop a financial plan for infrastructure development
  - Create a marketing strategy to encourage development
  - Reach 90% full industrial park
- 2) Support the development of a recognizable commercial shopping core
  - Actively pursue commercial developers
  - Create marketing strategy to encourage targeted development
  - One store (>35,000 square feet)
  - One big box shopping park
- 3) Support a business environment conducive to small and medium enterprises
  - Investigate new opportunities such as Business Incubators
  - Support small businesses - meet with current business owners regularly
  - Research available grants and funding programs
  - Offer small business start-up guidance
  - Update and maintain business registry
- 4) Create a long-term beautification plan with committed funding from the Town
  - Create a "Town Improvement Committee" to make recommendations to Council for improving the Town's attractiveness
  - Adopt Sign By-law
- 5) Establish planning practices/criteria that create a healthier community (also known as subdivision or neighbourhood design guidelines)
  - Address criteria for sidewalks, cycling paths, school access, parking, roadway connectivity, site design, green space, etc.
  - Adopt traffic calming measures

# APPENDIX A – SWOT ANALYSIS

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## Strategic Objective #1

✓ To achieve resource and financial sustainability

Analysis:

Strengths & Opportunities	<ul style="list-style-type: none"> <li>• Strong financial position (low debt, low tax rate)</li> <li>• Philosophy of “pay as you go”</li> <li>• Highly qualified staff with a variety of expertise</li> <li>• Stability of Federal employment and tax revenue (CFB/AECL)</li> <li>• Strong and increasing tax base</li> <li>• Established Development Charges policy</li> </ul>
Weaknesses & Threats	<ul style="list-style-type: none"> <li>• Reliance on Federal employment and tax revenue (CFB/AECL)</li> <li>• Funding inconsistency and uncertainty from senior governments</li> <li>• No corporate capital asset management plan</li> <li>• No pursuit of other funding sources besides taxation</li> <li>• No spending priorities formalized</li> <li>• Level of subsidization of services is unknown</li> <li>• Philosophy of “pay as you go “ – impossible to finance big ticket items from the general tax levy in the absence of government subsidies</li> </ul>

## Strategic Objective #2

- ✓ To ensure appropriate and adequate planning for growth and development

Analysis:

Strengths & Opportunities	<ul style="list-style-type: none"><li>• Good infrastructure condition and stewardship</li><li>• Reserve accounts in place for large capital items</li><li>• Long-term sidewalk and streetlight plans in place</li><li>• Excellent roads/grounds maintenance</li><li>• Up-to-date road status report</li><li>• Good working relationship between Town departments, engineers, and OCWA</li></ul>
Weaknesses & Threats	<ul style="list-style-type: none"><li>• Threat of rapid growth exceeding available infrastructure</li><li>• Unknown level of growth at CFB Petawawa</li><li>• No engineer on Town staff to manage infrastructure and development</li><li>• Responsibility for infrastructure management is not centralized</li><li>• No regular update on infrastructure capacity issues</li><li>• No formal meetings between key staff regarding infrastructure</li><li>• No long-term infrastructure development plan</li><li>• Significant spending on engineering costs over the past 4 years</li><li>• Infrastructure plan out-of-date</li><li>• Growth of CFB will worsen traffic congestion issues</li></ul>

### Strategic Objective #3

- ✓ **To achieve a reputation as a helpful, safe, healthy and environmentally-friendly community**

Analysis:

<p>Strengths &amp; Opportunities</p>	<ul style="list-style-type: none"> <li>• Wide diversity of information service needs in the community</li> <li>• Opportunities for more services to be delivered online</li> <li>• Excellent personable reception staff</li> <li>• Reputation for being proactive rather than reactive</li> <li>• Good working and service relationship with the OPP</li> <li>• Low crime rate</li> <li>• Excellent volunteer fire department</li> <li>• Established fire prevention programs</li> <li>• Superior health care facility (PCFHC)</li> <li>• Member of the UOV Medical Recruitment Committee</li> <li>• Community already practices high level of recycling</li> <li>• Opportunities for investments in green technology</li> </ul>
<p>Weaknesses &amp; Threats</p>	<ul style="list-style-type: none"> <li>• Improvements in customer service may require investment in IT</li> <li>• Lack of social agency to facilitate unique community needs</li> <li>• High turnover of residents causes regular information needs</li> <li>• Growth of the community will impact our fire protection capacity</li> <li>• No guaranteed 24/7 firefighter response at certain times</li> <li>• Lack of formalized mutual aid agreements</li> <li>• Lack of health care professionals (especially doctors)</li> <li>• No objective commitment to a waste reduction policy or goal</li> </ul>

## Strategic Objective #4

- ✓ **To become a centre for excellence in recreation, culture and tourism**

Analysis:

<p>Strengths &amp; Opportunities</p>	<ul style="list-style-type: none"> <li>• Recreation Master Plan to be complete by June 2011</li> <li>• Relatively young community with great interest in recreation</li> <li>• Switching community focus to healthier lifestyle choices</li> <li>• Great recreational facilities for families</li> <li>• Large number of clubs and programs at CFB Petawawa</li> <li>• Military lifestyle requires a focus on fitness</li> <li>• Identified Town-wide trail system</li> <li>• Adequate number of residential parks</li> <li>• Excellent library facility</li> <li>• Share cultural performing arts hall with 2 other municipalities</li> <li>• Strong community involvement through volunteer base</li> <li>• Active seniors club as well as many service clubs</li> <li>• Tremendous natural resources</li> <li>• Excellent Heritage Village site – with tourism potential</li> <li>• Potential abandonment of the CP rail – opportunity for trail</li> <li>• Funds have been budgeted for improving our streetscape</li> </ul>
<p>Weaknesses &amp; Threats</p>	<ul style="list-style-type: none"> <li>• Aging recreational facilities with high replacement costs</li> <li>• Difficult to develop programs for youth – unengaged</li> <li>• Societal issue of lack of fitness among population</li> <li>• High turnover of Military population</li> <li>• Decreasing number of community volunteers</li> <li>• New schools will strain capacity of the Library</li> <li>• Demand for technology at the Library is outpacing budget</li> <li>• Have not used the waterfront property to its full potential</li> </ul>



## Strategic Objective #5

- ✓ **To encourage economic development and promote an attractive and welcoming community**

Analysis:

<p>Strengths &amp; Opportunities</p>	<ul style="list-style-type: none"> <li>• Good working relationships with developers</li> <li>• Efficient process for reviewing development applications</li> <li>• Attractive natural areas to build on</li> <li>• Serviced land available for development</li> <li>• Available affordable housing</li> <li>• Industrial Park land available for development</li> <li>• Business Registry policy</li> <li>• Town has budgeted for beautification efforts in the past</li> </ul>
<p>Weaknesses &amp; Threats</p>	<ul style="list-style-type: none"> <li>• Gaps in commercial services</li> <li>• Lack of retail and industrial development</li> <li>• Limited business competition within Town</li> <li>• No designated business core</li> <li>• No Chamber of Commerce (or similar organization)</li> <li>• No long-term plan for community enhancement</li> <li>• Do not appreciate the importance that appearance plays in attracting developers and businesses to a community</li> <li>• No plan/requirements to encourage common site elements for commercial buildings</li> <li>• Asphalt makes up Petawawa's more visible locations (Petawawa Boulevard, Mohns Avenue, Murphy Road)</li> <li>• Currently require minimum level of sidewalks and streetlights in development agreements</li> <li>• No consistent established guidelines for development for staff or developers</li> <li>• Tend to accept any plans as long as they comply with zoning</li> <li>• No plan/requirements to ensure a variety of residential style buildings within the same subdivision</li> <li>• Limited types of housing available</li> <li>• Tendency to not follow through on policies, ideas and suggestions (referencing 2002 and 2009 strategic plans)</li> </ul>

## APPENDIX B – OPERATIONAL PLANS

**NOTE:** *In order to track progress and completion of the operational plans for each of the strategic goals, a review will take place annually in December. The review will be coordinated by the CAO/Clerk and presented to Council. Revisions, additions, and/or deletions may be required as part of this review process.*

Strategic Objective #1 - To achieve resource and financial sustainability							
Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Staff Comments (i.e. feasibility)
Investigate non-traditional funding sources	Explore municipal and public/private funding partnerships	Engineering, financial and legal consultants	Staff time to review opportunities and participate in development and administration of projects.	<b>Treasurer,</b> CAO, Council	As required at time of development of annual capital budget or as funding opportunities become available	Ongoing business practice	Applications for project funding have always been submitted as opportunities have become available  Public/private partnerships in purpose-built infrastructure usually outside the core competency of government may require consideration of how Town services are to be delivered

<b>Strategic Objective #1 - To achieve resource and financial sustainability</b>							
<b>Goal</b>	<b>Specific Strategy</b>	<b>Financial Resources</b>	<b>Other Resources</b>	<b>Senior Staff Responsible</b>	<b>Time Required</b>	<b>Review Date</b>	<b>Staff Comments (i.e. feasibility)</b>
Investigate non-traditional funding sources	Work with senior governments and municipal associations to ensure ongoing and stable funding	Maintain association memberships and budget for travel expenses associated with conference and meeting attendance	Staff and Council time to liaise with associations and become familiar with new/ renewed legislation in order to effectively lobby other government bodies	<b>Treasurer,</b> CAO, Council	As required at time of association meetings, seminars or conventions and as legislation is introduced or subject to review	Ongoing business practice	Memberships in associations pursuing municipal funding opportunities have always been endorsed by Council  Lobbying of senior levels of government must continue
	Work with neighbouring municipalities and CFB Petawawa on capital projects of mutual benefit	Engineering, financial and legal consultants	Staff time to review opportunities and participate in development and administration of projects	<b>Treasurer,</b> CAO, Council	At time of annual capital budget or as mutual benefit opportunities arise	Ongoing business practice	Excellent working relationships with CFB Petawawa, Township of Laurentian Valley and County of Renfrew have resulted in successful joint infrastructure projects
	Re- evaluate the “pay as you go” philosophy to determine criteria for debt financing			Staff time for research	<b>CAO,</b> Treasurer	First and second quarter of 2012	Third quarter of 2012

**Strategic Objective #1 - To achieve resource and financial sustainability**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Staff Comments (i.e. feasibility)
Create a corporate asset management plan to include process of annual tax-supported contributions to reserve funds to meet lifecycle needs	Ensure that funding is available to replace assets at useful life end	Engineering and financial consultants	Staff time to liaise with consultant	Treasurer	Second, third and fourth quarter of 2012	Late fourth quarter of 2012	Plan will require consolidation of information gathered through Infrastructure Study update, Recreation Master Plan, Fire Master Plan, vehicle replacement schedules, proposed spatial capacity analysis and any other corporate guiding documents; inventory data must be loaded and verified in infrastructure software
Perform an evaluation of the full cost of Town programs and services (i.e. review fees and charges)	Create structure that ensures rates recover full cost of providing service including administration, operating and capital	NA	Staff time to conduct review of programs and services offered in each department	Treasurer	Second, third and fourth quarter of 2013	Late fourth quarter of 2013	Corporate-wide initiative that will require all departments to identify full cost of services provided, review how user fees have been set and establish rationale for updating rate structures where applicable

**Strategic Objective #2 - To ensure appropriate and adequate planning for growth and development**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
To be aware of all areas of infrastructure status	Update the Town's Infrastructure Study	Consultant fees of \$45000, budgeted in 2011	Staff time	CAO, Engineer, OCWA, Planning Technician, Public Works Supervisor	First and second quarter of 2011	Third quarter of 2011	Roads study update completed May 10, 2011; water, sewer, and storm sewer completed April 14, 2011; compiling information to be presented to Council in July 2011
	Identify capacity in areas of water and sewer infrastructure, including the effect of residential and commercial growth	\$5000 consulting fees	Staff time	CAO, Engineer		Annually review capacity for growth by fourth quarter	Sewage capacity analysis presented to Council in April 2011; water plant capacity analysis scheduled for third quarter of 2011; water modeling for CFB Petawawa to be complete by third quarter of 2011
	Conduct regularly scheduled meetings with key staff to review growth and corresponding infrastructure requirements	NA	Staff time (Jp2G and engineering coordinator)	CAO, Public Works Supervisor, Engineer, Engineering Consultant	Meeting as required , usually monthly (more often during construction season)	Ongoing	Annual meeting to discuss capacity planning, or as required  Meetings held monthly on new developments  Construction site meetings held bi-weekly for ongoing projects

**Strategic Objective #2 - To ensure appropriate and adequate planning for growth and development**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
To be aware of all areas of infrastructure status	Invest in software to inventory infrastructure	\$22000 budgeted in 2011	Training time for staff	Public Works Supervisor	Once program starts, information placement would be ongoing	Ongoing	Includes 2011 GIS system route patrol manager; presentation made on May 18, 2011 to Department Heads by Go-Navigo to illustrate the expandability of software to include all Town departments from capital assets, to water and sewer inventories  Would like to purchase system by third quarter of 2011
Develop an infrastructure replacement plan based on the Infrastructure Study	Create a financial plan for the water and sewer systems	Funding allocated for consultant and audit review in 2011 budget	Staff time to liaise with consultant and prepare necessary documentation	Treasurer	Third and fourth quarter of 2011 to coincide with presentation of first draft of Infrastructure Study update	Late fourth quarter of 2011	Necessary for compliance with licensing requirements under the <i>Safe Drinking Water Act</i> ; scope of project to include user rates review
Analyze staffing levels to ensure adequate level of service	Investigate hiring an engineering technician on staff to oversee infrastructure management	Hiring costs, annual salary, benefits, impact on salary grid	Staff time to develop/review job description, conduct interviews	CAO, Council	Unknown	CAO to prepare report in fourth quarter of 2011	CAO to prepare a report to Council outlining the business case for pursuing this option

**Strategic Objective #2 - To ensure appropriate and adequate planning for growth and development**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Analyze staffing levels to ensure adequate level of service	Complete compensation review	\$15000		CAO	6 months beginning second quarter of 2011	Fourth quarter of 2011	Engage Templeman Meninga to complete the review  Specifically review the position of Public Works Manager within the salary structure; review labourer/operator positions within Public Works Department (third quarter of 2011); make a permanent appointment for the Events Coordinator position and review job description considering other duties; create 1 new position for office staff and review compliment of office staff
Complete the Official Plan review	Work with County to complete the review	NA	Staff time for meetings, review, etc.	<b>Planning Technician,</b> CAO	County approval is expected March 2011	Second quarter of 2012 (May)	Council has approved the County's timeline; review is underway
Review Development Charges policy	Complete review in 2013 for completion by 2014	Consulting fees (paid by development charges)	Staff time	<b>CAO,</b> Treasurer	Begin study in fourth quarter of 2013 for completion in 2014	2014	Current as of 2011; Development Charges Act requires review every 5 years (last study completed in 2009 – by-law passed in August 2009)

**Strategic Objective #2 - To ensure appropriate and adequate planning for growth and development**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Investigate ways to reduce congestion during peak times (2 <sup>nd</sup> bridge)				<b>County of Renfrew, CAO, Council</b>			Dialogue with County of Renfrew  In 2011, phase 2 of the Environmental Assessment is being completed for the 2 <sup>nd</sup> bridge
Reconstruct Victoria Street using a Town/County partnership	Cooperative agreement with the County of Renfrew	Town's share approximately \$1.7 million – final cost-sharing to be determined	Staff time, engineering costs	<b>CAO, Council, County of Renfrew, Engineer</b>	2011 – 2012	Project to be completed by fourth quarter of 2012	Planning and design to occur in 2011 and construction to occur in 2012  Design parameters have been established and endorsed by Council
Establish water conservation strategy including water meters within 5 years (as per recommendation by MOE in 2011 inspection report)	Determine options, costing, installation, funding	User-pay model	Staff time, engineering consultant for project management, meter supplier	<b>CAO, Treasurer, Public Works Supervisor, Engineer</b>	2012 – study options  2013 – select preferred option  2014 – develop implementation strategy  2015 – implementation	Annually review progress	Cost of project to be absorbed by water users; meters and software have been in place since January 2011 for 17 commercial meters; software is adaptable for future users; meters not only allow for accurate water charges, but they are a good tool for leak detection as well



Strategic Objective #3 - To achieve a reputation as a helpful, safe, healthy and environmentally-friendly community							
Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Upgrade Town website (more user-friendly, improve access to information, publish strategies and results)		Webmaster fees	Staff time for updating content, training	Economic Development Coordinator	Completion by second quarter of 2011	Ongoing	Launched Apr. 12, 2011
Use technology to improve access to services	Outdoor digital displays	\$42000 in 2011 budget	Staff coordination, project management and training	Manager of Parks and Recreation	Third and fourth quarter of 2011	Fourth quarter of 2011	Two full-colour digital displays to be purchased in 2011 for refurbishment of Town Clock at Doran and Hilda  Need to pursue funding sources, revenue models for advertising, etc.
	Online registration		Staff coordination, Project management and training	Manager of Parks and Recreation	Third and fourth quarter of 2012	Fourth quarter of 2012	Automated facility booking and program registration system to be installed at PCC; system includes an online registration module
	Social marketing	NA	Staff time	Economic Development Coordinator	First and second quarter of 2011	Ongoing	Social Media Policy adopted by Council Apr. 4, 2011; Facebook, Twitter and Youtube launched Apr. 12, 2011
Survey community to get customer service feedback	Contract a polling firm to prepare and conduct survey	To be determined	Staff time	CAO	2 months	First quarter of 2012	Timing and scope of survey at the discretion of Council

**Strategic Objective #3 - To achieve a reputation as a helpful, safe, healthy and environmentally-friendly community**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Establish ad hoc committees of Council to address issues that are important to residents, but outside the mandate of the municipality (i.e. seniors housing)	Council would need to identify areas of concern that would require an ad hoc committee, CAO would help coordinate membership	NA	Staff and Council time	<b>Council</b> , Special Projects Committee	Unknown	Ongoing	Council to request specific committees as needs arise; coordinated by the CAO
Participate in making recommendations to OPP's Detachment Business Plan	Council member on PSB to gather input from Council	NA	NA	Council	Annually during development of OPP Business Plan	Annually, third quarter of each year	Council member on PSB would report back to OPP with comments from Council
Financially support the periodic "satisfaction survey" conducted by the PSB	Council to include funds in the budget to support the survey	Unknown	NA	Council	Annually	Annually	Council would need to make the motion at budget time to contribute financially as part of the PSB budget
Update the Fire Department equipment and vehicle replacement schedule		NA	Staff time	Fire Chief	Annually prior to budget	Review January annually	Ensure recommendations of the replacement schedule are part of the budget process and included in year end report.
Enhance Fire Prevention Branch to accommodate growth in mercantile and residential	Determine requirements in fire prevention branch to meet growth, bring recommendations to Council	Unknown	Staff time	<b>Fire Chief</b> , CAO	1 year beginning first quarter of 2013	Fourth quarter of 2013	Review staffing recommendations of the Fire Master Plan regarding fire prevention activities

**Strategic Objective #3 - To achieve a reputation as a helpful, safe, healthy and environmentally-friendly community**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Monitor fire protection capacity and forecast future needs	Complete Fire Master Plan	\$10000 consultant fees	Staff time	<b>Fire Chief, CAO</b>	1 year beginning first quarter of 2013	Fourth quarter of 2013	Updated Fire Master Plan would indicate capacity issues and recommendations
Implement a staffing system that will guarantee 24/7 response 365 days/year	Present issues and options to Council and make a recommendation for consideration	Unknown	Staff time	<b>Fire Chief, CAO</b>	Fourth quarter of 2011 for possible implementation in 2012		Fire Chief to report to Council on the adequacy of the current staffing system
Recruit 2 physicians by 2012 and a walk-in clinic	Discuss possibility of PCFHC acting as the Town's recruiting agent			Council, PCFHC			Council to discuss at a Council meeting, with input from PCFHC Board
	Continue to support and play an active role in the work of the UOVMRC	Operating costs, incentives for physicians	Council time to sit on the committee	Council	Meeting times	Ongoing	Council representative on UOVMRC will report to Council on the committee's activities
Increase diversion of municipal waste	Work with OVWRC to develop appropriate policy and develop of method of tracking	Advertising and promotional costs	Staff time, OVWRC staff time	<b>CAO, OVWRC</b>	Third and fourth quarter of 2012	Implementation by first quarter of 2013	Partner with the OVWRC to track diversion rates  Investigate method to track commercial waste diversion
Investigate possible green investment (solar project)		Initial investment	Staff time	<b>Council, CAO, Economic Development Coordinator</b>	As opportunities arise	Ongoing	Feasibility report received from Jp2G regarding Solar Farm, tabled; letter of support and conditional offer on land for solar installation on a new build in the Industrial Park

**Strategic Objective #4 - To become a centre for excellence in recreation, culture and tourism**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Review the recommendations of the Recreation Master Plan	Budget funds in 2011 to fulfill immediate concerns raised in the Recreation Master Plan	Need to decide on amount based on recommendations		Council	Decide at budget time for 2012	Review recommendations and make work plan by fourth quarter of 2011	Recommendations of the master plan will need to be endorsed by Council and a funding plan will need to be coordinated by the Manager of Parks and Recreation
Enter into discussion with School Boards for sharing of facilities	Include Library in these discussions	NA	Staff time for meetings	<b>Manager of Parks and Recreation,</b> CAO, CEO of Library, Council	Prior to completion of each school	Fourth quarter of 2011 for RCCDSB	Town will have to initiate discussions with School Boards; RCCDSB school to be completed in 2011; RCDSB completion date unknown
Assist community groups and service clubs to meet their needs to provide valuable community programs	Complete Parks and Recreation Master Plan, then complete recommendations in that plan that speak to community development as a service delivery approach	Unknown	Unknown	Manager of Parks and Recreation	Initiation of Parks and Recreation Master Plan recommendations will commence third quarter of 2011	Fourth quarter of 2013	Transitioning the current Parks and Recreation Department service delivery approach will be a multi-year project likely involving an influx of additional resources over a 3 – 5 year period
Continue to support Festival Hall agreement	Council member on Festival Hall Committee	Per capita amount annually	Council time	Council representative	Meeting times	Periodic reports from Council representative	

**Strategic Objective #4 - To become a centre for excellence in recreation, culture and tourism**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Continue to develop Town-wide trail system	Complete Parks and Recreation Master Plan, then complete recommendations in that plan that speak to trail system development	Development charges to offset new trail construction	Staff planning and coordination, project management	Manager of Parks and Recreation	Planning to commence in 2011; planning, design and construction will be ongoing over a number of years	Annually during budget development and deliberation	Expansion of existing trail network will for the most part occur in areas of Town currently seeing development and new construction; hydro corridor is also targeted
Investigate feasibility of establishing a Tourist Centre in Town	Prepare report and present to Council			Economic Development Coordinator		Fourth quarter of 2011	Council also needs to decide if it wishes to be a part of the Visitors Centre on Hwy 17
Pursue improvements to existing tourism assets	Develop inventory of all tourism assets	Creative Communities Prosperity Fund - \$67149	Staff time; OVED partners; CFDC, P&R Master Plan	Economic Development Coordinator	10 months	Second quarter 2012	In partnership with OVED Partners Group, a grant has been received to do a Cultural Mapping Inventory which will result in an Interactive Tourism Investment and Attraction Tool; the Recreation Master Plan will also provide an inventory of tourism assets

Strategic Objective #4 - To become a centre for excellence in recreation, culture and tourism							
Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Pursue improvements to existing tourism assets	Invest in improvements to the Petawawa Point	Funds for site plan development required	Staff coordination and project management	Manager of Parks and Recreation	Unknown	Annually during budget development and deliberation	Petawawa Point requires re-development in order to provide modern-day services and meet the needs of residents and visitors
	Purchase of a portable trailer style stage for Catwalk area, as well as other locations as needed	Three way partnership funding with the Town, Trillium and a community partner	Staff coordination	Manager of Parks and Recreation	6 months	Second quarter of 2012	Portable stage would have a payback period utilizing a rental component; stage will be utilized for a number of events at varying locations throughout the year including both indoor and outdoor venues
	Increased signage outside Town limits	None committed for 2011	MTO	Economic Development Coordinator	3 years	First quarter of 2012, 2013 and 2014	Staff will work with MTO and neighbouring municipalities and counties to explore signage opportunities
To support and enhance the existing tourism sector within the Town	Use Expo 150 to promote the Town	\$8700	Staff time	<b>Special Projects Committee</b> , Economic Development Coordinator	4 months	June 2011	Special Projects Committee was formed; and booth designed

**Strategic Objective #4 - To become a centre for excellence in recreation, culture and tourism**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
To support and enhance the existing tourism sector within the Town	Develop a promotional package	Included in annual budget	Staff	Economic Development Coordinator	Annually	Ongoing	<p>Promotional packages are designed, developed and tailored to suit depending on the purpose; an economic profile for site selection is updated annually, while tourism packages are made to suit; new Interactive Investment Tool will assist with tourism promotion for development – April 2012</p> <p>Other promotional tools include the website, Facebook page, Twitter, Youtube channel, new Z-Card being developed (June 2011), new trade show booth (April 2011) and new Promotional DVD (April 2011)</p>

Strategic Objective #4 - To become a centre for excellence in recreation, culture and tourism							
Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
To support and enhance the existing tourism sector within the Town	Identify and promote a tourist focal point for the Town (i.e. "Eastern Ontario's Outdoor Recreation Playground")		Staff	<b>Economic Development Coordinator,</b> Manager of Parks and Recreation, Council	3 years	Annually in March	Re-focus branding efforts on existing tagline of "Dynamic by Nature"; update and refresh logo; update and create new ad designs; further develop "Live Work Play" catch phrase; use consistent branding throughout marketing, promotions, electronic media, etc.
	Pursue conventions, sports tournaments and festivals	Existing operating combined with tourism/festival grants	Staff coordination and planning	<b>Manager of Parks and Recreation,</b> Economic Development Coordinator	Ongoing	Annually	Economic Development staff will work with Parks and Recreation staff to attract and develop new opportunities  Parks and Recreation Department has added two new festivals in 2011 with \$50,000 in supporting grants
	Connect with established river user groups to aid in the promotion of kayaking and canoeing			OVTA	Economic Development Coordinator	5 years	Ongoing, annually in February



**Strategic Objective #5 - To encourage economic development and promote an attractive and welcoming community**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Further develop Industrial Park	Adopt a concept plan for future development (i.e. install roads/services)	Proceeds from land sales in the Industrial Park to be allocated to a reserve fund		<b>Economic Development Coordinator,</b> CAO	5 years	Annually in April (budget)	Draft concept plan has been presented to Council; funding required for infrastructure investment
	Develop a financial plan for infrastructure development based on the concept plan		Engineering fees, staff time	<b>CAO,</b> Engineer	Unknown, dependant on Council endorsement of concept plan		Information already obtained for concept plan
	Create a marketing strategy to encourage development		OEEDC, OVED, RCCFDC	Economic Development Coordinator	Ongoing, 5 years	Annually	Market available lands through website, Ontario East, as well as social media outlets; put together targeted information packages tailored to developers, including benefits of locating in Petawawa; work with OVED Partners to explore development and investment opportunities; explore business incubator opportunities with CFDC

**Strategic Objective #5 - To encourage economic development and promote an attractive and welcoming community**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Further develop Industrial Park	Reach 90% full industrial park	Unknown	Unknown	Economic Development Coordinator	Unknown	Annually	<p>This goal is specifically reliant on interest from outside parties and the capacity to implement required infrastructure to access all available lands within the Industrial Park</p> <p>Will continue to market Industrial Park within the parameters of the budget and available reserves</p>
Support the development of a recognizable shopping core	Actively pursue commercial developers			Economic Development Coordinator	5 years, ongoing	Annually	Maintain contact with potential developers and develop updated market information; maintain inventory of available and appropriate lands/buildings
	Create marketing strategy to encourage targeted development			Economic Development Coordinator	5 years, ongoing	Annually	Showcase existing opportunities through website, OVED Partners Group, Ontario East, etc.; work with local businesses on retention and expansion
	One store (>35,000 square feet)			Economic Development Coordinator			This is dependent on the commercial developers' plans

**Strategic Objective #5 - To encourage economic development and promote an attractive and welcoming community**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Support the development of a recognizable shopping core	One big box shopping park			Economic Development Coordinator			This is dependent on the commercial developers' plans
Support a business environment conducive to small and medium enterprises	Investigate new opportunities such as Business Incubators		CFDC, OVED, Enterprise Renfrew County	Economic Development Coordinator	5 years, ongoing	Annually	Work with colleagues and other government agencies to explore new opportunities to assist and support small and medium enterprise
	Support small businesses - meet with current business owners regularly			Economic Development Coordinator	5 years, ongoing	Annually	Set a target for business visits on an annual basis (beginning with 20 for 2011); explore new opportunities for networking
	Research available grants and funding programs		CFDC, OVED, ERC, Federal and Provincial governments	Economic Development Coordinator	5 years, ongoing	Annually	Maintain contact with all agencies and levels of government; ensure new avenues of funding are relayed to potential and existing businesses
	Offer small business start-up guidance		ERC, CFDC	Economic Development Coordinator	5 years, ongoing	Annually	Meet with potential new entrepreneurs and existing businesses to assist with start-ups; offer information on available resources, market information, assistance with business plans, site location, etc.; liaise with Council, planning and building departments

**Strategic Objective #5 - To encourage economic development and promote an attractive and welcoming community**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Support a business environment conducive to small and medium enterprises	Update and maintain business registry			Economic Development Coordinator	Ongoing	Report to Council as part of annual report	Registry has been endorsed by Council; businesses are submitting registrations; targeted marketing through website, tax mailings, social media and other departments
Create a long-term beautification plan with committed funding from the Town	Create a "Town Improvement Committee" to make recommendations to Council for improving the Town's attractiveness			CAO, Council, new committee	Fourth quarter of 2011		Make a Town Improvement Committee with members of staff, Council, community members and business owners; terms of reference need to be established
	Adopt Sign By-law	NA	Staff time	Planning Technician	Fourth quarter of 2011, pending Council approval	Report to Council September 2011; by-law to Council for approval in October 2011	Draft has been presented to Council; the draft is to be placed on the Town website for public view; circulation is being considered for all sign companies as well as a general ad placed in local papers explaining the by-law and requesting comments from interested parties; proposed comments to be submitted by August 31, 2011

**Strategic Objective #5 - To encourage economic development and promote an attractive and welcoming community**

Goal	Specific Strategy	Financial Resources	Other Resources	Senior Staff Responsible	Time Required	Review Date	Comments
Establish planning practices/criteria that contribute to the creation of a healthier community (also known as subdivision or neighbourhood design guidelines)	Create guidelines that address criteria for issues such as site plans, house construction, sidewalks, cycling paths, school access, parking, roadway connectivity, site design, green space, etc.			Council, Planning Department			Council needs to ensure that the Official Plan contains statements that have regard for measures that ensure an attractive, safe and image-enhanced Town; the formulation of guidelines will ensure growth and development activities occur in a manner that reflects the policy statement
	Adopt traffic calming measures	Consulting fees	Staff time	CAO, Public Works Supervisor, Engineer	Unknown	2012	Develop guidelines for traffic calming measures to be used by developers; guidelines must be consistent with the design objectives of the Official Plan