

QUARTERLY REPORT

2024 Q1 & Q2



Renfrew



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2024 Corporate Work Plan Update

Message From The CAO


Robert Tremblay

This report is the first to be presented to Council with an overview of departmental activities and key statistics in one document. It covers the first six months of the year. Going forward, this information will be presented on a quarterly basis. I want to thank staff for all their hard work. Without them, the Town could not deliver the important services that make Renfrew a great place to be. As summer students depart us to return to school, I especially want to wish them well and hope their time with the Town has fostered their development and growth.



Staff's work is guided by Council. According to the Municipal Act, 2001 Council's roles include representing the public, evaluating policies, determining levels of service, ensuring administration has the procedures in place to implement Council's decisions, ensuring accountability and transparency, and maintaining the Town's financial integrity. My role as CAO under the Act is to exercise general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality. More generally, staff are tasked to implement Council's decisions and establish administrative practices and procedures to carry out those decision, while also undertaking research and providing advice to Council on the policies and programs of the municipality.

This report also includes an update on the 2024 Corporate Workplan adopted earlier in the year, which also serves as the basis of the CAO's 2024 Performance Goals and Objectives. The workplan guides the efforts of the entire staff team.



The Corporate Workplan is grouped into ten areas, each representing a corporate goal. These goals are as follows:

1. Oversee Town operations for efficiency and effectiveness, including legislative compliance and continuous improvement.
2. Create an environment of innovation and quality improvement, ensuring a safe and healthy workplace based on our corporate values and competencies.
3. Continue to work with other municipalities and other levels of government to achieve results.
4. Ensure the financial performance of the organization by modernizing processes, strengthening controls, and developing appropriate processes and policies.
5. Support an accessible, supportive and age friendly community by advocating for community health and wellness through strategic partnerships.
6. Take advantage of its strategic location for community development and growth.
7. Promote a complete community approach to growth, including supporting a mix of land uses while being a leader in environmental stewardship.
8. Continue to address infrastructure renewal, while ensuring growth readiness.
9. Bring together the Public Works and Parks & Recreation divisions by streamlining operations and ensuring excellent maintenance that meet Council's levels of service.
10. Oversee projects improving the well-being and safety of the community.

The document is further broken down into 101 objectives to achieve the stated goals. I'm happy to report much progress has been achieved with more work to come.

I trust that these regular updates will contribute to greater accountability and transparency.



Robert Tremblay
Chief Administrative Officer

Staff Spotlight

The Town of Renfrew's Community Services Team, managed by Director Kelly Latendresse, ensures the seamless coordination of facility bookings, event schedules, recreational programming, and financial reporting, contributing to the department's smooth operation and efficiency.

Supporting Kelly's leadership are Janyne Fraser, Donna McWhirter, and Carrie Cunningham. Janyne, the Community Outreach & Programs Specialist, excels in fostering community relationships and managing program delivery. Her role involves collaborating with local organizations, seeking funding opportunities, and ensuring that Town of Renfrew programs are well-publicized across various platforms. Donna McWhirter, the Booking Coordinator, expertly handles the scheduling of rooms, grounds, and ice. She also oversees invoicing and maintains precise records, ensuring that all financial and operational tasks are carried out with exceptional efficiency. Carrie Cunningham, the Programs Assistant, plays a vital role in organizing and executing the Town's signature events and seasonal camps including the Canada Day celebrations, Craft Beer & Food Truck Festival,



Community Service Team

**L to R: Carrie Cunningham,
Janyne Fraser, Donna
McWhirter & Kelly Latendresse**

Family Day Winter Carnival, and the summer day camps, ensuring each is engaging and well-managed.

Together, their combined efforts foster a vibrant and engaging community services in Renfrew, enhancing the quality of life for all residents taking part in Parks and Recreation activities.



2024 Staff Service Awards



- **Sharon Shalla:** 35 Years (Library Technician)
- **Michael Guest:** 20 Years (Fire Chief/Director of Fire, Emergency & Protective Services)
- **Donald Blimkie:** 15 Years (Crossing Guard)
- **Gerard Hanniman:** 10 years (Public Works Manager)
- **Kristofer Kennel:** 10 Years (Volunteer Firefighter)
- **Randy Smith:** 10 Years (Lead Hand - Recreation)
- **Barry Dodd:** 5 Years (Machine Operator)
- **Amelie Maillee:** 5 Years (Landfill Operator)
- **Bonnie McIntyre:** 5 Years (Customer Service)
- **Theresa Villneff:** 5 Years (Customer Service)
- **Rory Whalen:** 5 Years (Volunteer Firefighter)
- **Eric Withers:** 5 years (Deputy CAO/Director of Development, Environment & Infrastructure)

Thank you to our staff for their years of dedicated service to the Town of Renfrew and our residents. We couldn't do it without you!

Office of the CAO & Town Clerk

Overview of Department Activities

CAO

- **Leases:** Finalized leases with remaining tenants at the myFM Centre and continued to review leases at 1 Innovation Drive. Completed an agreement with the Bonnechere Algonquin First Nation in the spirit of cooperation and reconciliation. Continued discussions with Deslaurier Custom Cabinets pertaining to 550 Hall lease.
- **Municipal Structure Review:** Provided a summary report on the 2020 Fournier report which recommended changes to the administrative leadership model for the Town.
- **Human Resources:** Continued reviewing job descriptions to ensure they reflect duties and requirements. Dealt with grievances as part of regular labour relations under the Town's three collective agreements; implemented a new performance appraisal program; established a new Employee Engagement Working Group; re-constituted the Joint Health & Safety Team which is actioning audit findings; undertook a preliminary succession scan for key roles in the organization; reviewed overtime and associated policies; secured the services of two acting directors to assist with transitions in Operations and Finance; successfully recruited staff for vacant roles; and held an all-staff training day in June.
- **Inter-government Relations:** Supported Council with delegations to Provincial Ministries at the annual Rural Ontario Municipal Association Conference.
- **Ma-te-Way Third Party Review:** Received the interim final report of the review and actioned Council's direction for a complaint to the OPP and initiation of civil proceedings. Presented an action plan to address the review's findings.
- **Team Members:** Filled the vacant Communications & Engagement Coordinator and recruited a Deputy Clerk.

Town Clerk

- **IT Assessment and Upgrades:** Completed a comprehensive IT assessment to initiate technology upgrades and implemented enhanced security measures (ongoing progress).
- **Records Management:** Initiated a new records management program to streamline document handling, filing, and retrieval.
- **Accessibility Plan:** Undertaking an update to the Accessibility Plan and related procedures (currently in progress).
- **Policy Updates:** Reviewed updates to policies governing the Downtown Business Improvement Area (BIA).
- **Accountability and Transparency Reports:** With the CAO completed reports on accountability and transparency of local boards and entities including financial oversight of RHI and RPG.

- **Police Detachment Board:** With the Province’s establishment of a new police detachment board, the Town Clerk assisted with implementation of the new board model which includes seven municipalities.
- **Council Composition Structure:** At Council’s direction, the public consultation and research phase were done to evaluate the structure for the next term.
- **Economic Development Committee:** New Economic Development Committee was established to drive local economic growth and opportunities.
- **Committee Structure Reform:** Transitioned from a standing committee framework to a pilot Committee of the Whole (COW) model.

Communications and Community Engagement

The Town of Renfrew acknowledges that residents have diverse preferences for receiving information and communications from the Town. To address this, we are committed to enhancing transparency and engagement through a range of public relations and community outreach initiatives. Our efforts encompass print, radio, digital, and in-person media to ensure comprehensive communication with all residents. Current communications activities since January 2024 include:

- **Town of Renfrew Website** (www.renfrew.ca): The new Town of Renfrew website, which went live at the beginning of 2024, enhances accessibility and provides a more modern and user-friendly interface.
- **Digital Signs:** The Town operates four digital signs strategically located at major entry points: O’Brien Road (Highway 60), Stewart Street (Highway 60), Lisgar Avenue (Highway 132), and Bruce Street (County Road 20). These signs regularly display information on upcoming events, tourism images, and general info. The Town is currently exploring more regular opportunities for local businesses and community partners to use these signs for promotional purposes, with a corporate policy and advertising agreement currently under review.
- **Social Media:** The Town actively uses Facebook and Instagram accounts, facilitated through the “Constant Contact” media management tool. Additionally, LinkedIn has been recently adopted to expand outreach for staff recruitment and economic development.
- **Bciti+ Digital app:** The Town has introduced the bciti+ app, designed to enhance community engagement by providing residents with easy access to municipal services, news, information, and updates via their smartphones. Features include customized garbage/recycling schedules, real-time service disruption notifications, event calendars, and news updates.
- **Monthly Newsletter:** The Town distributes a monthly digital newsletter for subscribers that includes information on past events, upcoming events, along with news from community partners.
- **“Renfrew Roundup” Eganville Leader:** Currently doing a biweekly ½ page feature in the Eganville Leader that is designed to bring both awareness and public education to specific programs and initiatives. Past write-ups have included information on the most recent Master Plans (Parks and Recreation, Arts and Culture, and Waterfront), the roundabout construction, the landfill, and the museum.
- **Radio and Digital Ads - myFM and Valley Heritage Radio:** Regularly run radio advertisements with Valley Heritage Radio and myFM Renfrew, covering various programs, events, and initiatives. This includes online and digital advertising online as well as on-location promotions for events.

- **AccessE-11:** This online feedback/complaint portal is accessible through the Town’s website and the new bciti+ app. It allows residents to easily provide feedback or submit complaints to Town staff where these are put into a ticketed system for staff follow-up.
- **Printed Communication Flyers:** to capitalize on regular mail-outs that go out to residents for tax and water bills, informational flyers are sometimes included as they are a relatively inexpensive way to communicate important information to the majority of Town residents. This past July a flyer was mailed out with tax bills to 3,450 residents with information on a taxes breakdown “Where Do My Taxes Go?” and a QR code for the Town’s new bciti+ municipal app.

Key Statistics

Town Clerk

The following are key statistics from January 1, 2024 to June 30, 2024.

- 138 Death Registrations
- 30 Marriage Licences
- 4 Marriage Ceremonies
- 12 Regular Council meetings and 3 Special Council meetings
- 5 Committee of the Whole meetings
- 25 Committee and Board meetings

Communications and Community Engagement

- **AccessE-11 (Daily):** Since January 2024 there have been 578 cases submitted by residents and attended to/followed-up by staff in the AccessE-11 portal.
- **Social Media:** Town’s Facebook and Instagram accounts have a total of 6,040 page followers and 73.3K people reached through social media posts.
- **Newsletter (Monthly):** 441 current monthly subscribers and growing.
- **Bciti+ App:** 235 current app users since the app’s official launch in June 2024. Users continuing to grow as the app is promoted.
- **Digital Signs:** There are four digital signs strategically located at the major entry points into Town. These signs run daily from 6:00 a.m. - 11:59 p.m. In a recent traffic assessment done ahead of the roundabout construction on O’Brien Road, it was identified that over 12,000 vehicles pass by this digital sign each day.
- **Radio (Daily):** The Town runs 7 ads a day with myFM and one a day with Valley Heritage Radio. Both stations have a wide listening range across the Town of Renfrew and Renfrew County. myFM estimates that their weekly audience is between 25,000-27,000 listeners.
- **Flyer & Mail-Outs:** Water bills are mailed out bimonthly starting in January until the end of the year, with tax bills mailed-out in March, May, August and October. Print-out flyers with Town of Renfrew information can be sent to the 3,420 residents signed-up to receive these bills through this mail-out format.
- **In-Person Town Hall:** in June the Town hosted an in-person Town Hall at the Renfrew Public Library where community members were invited to review and provide feedback for the Parks and Recreation, Arts and Culture, and Waterfront Master Plans. About 40 community members attended.

Look Ahead

On-going projects include the implementation of TOMRMS for records management for all departments. In addition, staff are working on updates to multi-year Accessibility Plan. Sarah Wright was hired as the new Deputy Clerk and training is underway.

As we plan for the upcoming quarter, the Town is committed to maintaining accessible information and services for residents through various channels, including digital platforms, radio, print media, and in-person interactions. Our objective remains to facilitate ease of access to information regarding Town of Renfrew events and services for residents, visitors, community partners, and investors.

Recently, the CAO's office has also taken on the Economic Development portfolio including the Economic Development Advisory Committee.

In addition, we aim to prominently showcase the outstanding facilities and programming available at the new myFM Centre and Town Hall. To achieve this, we will explore additional open house opportunities to enhance resident participation and engagement.

Working Group & Team Updates

- Ma-te-Way Expansion Working Group continues to convene regularly, with the Clerk providing meeting support.
- Fire, Emergency & Protective Services team is supporting the Joint Health & Safety Working Group.
- Terms of Reference were updated for the Asset Management Working Group.
- In compliance with new legislative requirements, the Renfrew Police Services Board has been restructured into an OPP Detachment Board. This new Board now includes representatives from Renfrew and six neighbouring municipalities, with the Renfrew Town Clerk currently serving as the Recording Secretary.
- The Employee Engagement Team has been formed and is now conducting monthly meetings. To better understand staff needs and gather ideas, the team has distributed an Employee Survey to all employees. This survey aims to collect feedback on suggestions and initiatives that could enhance staff wellness and engagement. Moving forward, the team is dedicated to analyzing the survey results and developing a series of regular engagement activities tailored to staff interests.

Finance & Client Services

Overview of Department Activities

The Finance and Client Service department oversees the Budget Services, Procurement, Accounts Payable, Accounts Receivables – including taxation and water/sewer, Insurance, Risk management, and Client services for the Town of Renfrew.

Some items of note include:

- User Fees were updated in 2024.
- Standard operating and training procedures have been created for Customer Service Representatives.
- Access E11 policy and training procedure for recording compliments, complaints, concerns, and requests are being developed.
- FIR and year-end procedures were completed in Q1-Q2 with auditors scheduled to present the draft audited financial statements in September 2024.
- Budget, Asset Management & Financial software was procured and approved by Council in Q1.
- A corporate report on the Town's financial performance was provided to Council in May 2024, with regular reporting beginning in June 2024 on the created template.

Key Statistics

General Budget

- General Fund overall showing a deficit of \$42,276.71.
- Property tax collected 55.77%.
- Even though property tax has increased this year, receivables are 2% lower than last year as of June.
- Various grants not received yet for revenue.
- No transfers to reserves yet.

Sewer Budget

- Showing a \$172,058.75 surplus.

Water Budget

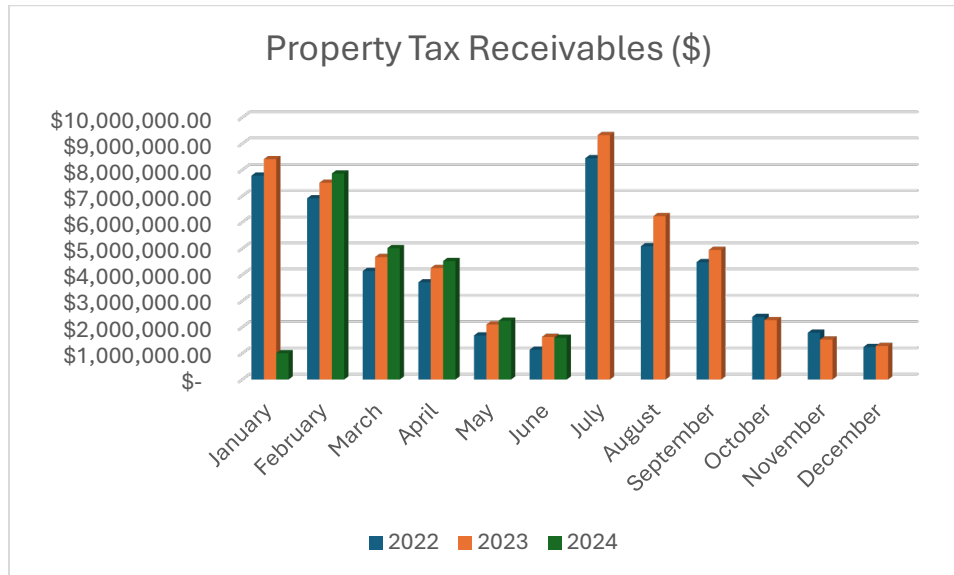
- Showing a \$511,559.37 surplus.

Receivables

- Tax Receivables - \$1,591,528.32 remained outstanding.
- Accounts Receivables – \$215,090.36.
- Utilities Receivables - \$126,500.64 remained outstanding.
 - This represents 14.4% of the current utility invoice.
 - Current utility invoice: March – April Billings (Due June 15, 2024).

Development Charges

- \$90,492.75 collected in development charges.



Note: Interim Billing issued in February in 2024 vs January in previous years.

Look Ahead

- Tentative 2025 Budget Schedule to be shared with Council shortly.
- Final tax bills delivered in early August.
- Asset Management Software updated, and staff are in the process of training.
- New GL structure required for both Financial and Budget Software is currently being worked on.
- Financial Software to be installed and trained in early Fall.
- Budget Software to be installed and trained in early Fall.
- Treasurer is continuing to review best practices for implementation as part of the new financial software for the General Ledger with a Data Dictionary, including training and in keeping with FIR reporting.

Working Group & Team Updates

- Asset Management Working Group implementation is in its early stages.

Community and Recreation Services & Library

Overview of Department Activities

Recreation

- Parks and Recreation Operations includes facility maintenance, program execution (i.e. room setups), hosting rental groups and user groups, as well as drop-in usage of facilities within the MyFM Centre, Town Parks, the splash pad, and more.
- Official closing of the Recreation Centre and fully moved to the myFM Centre.
- Opening of BEI Ice Pad with Town Council, Community Living and other community partners.
- Opening of the Home Hardware Gymnasium and McGrimmon Holdings Fitness Centre.
- Renfrew Figure Skating Club hosted Skate Ontario.
- Ice was removed from both arenas by the week of June 3, with work on the facility performed throughout the summer.
- Playground inspections resumed in May 2024, performed by two certified playground inspectors on Town staff.
- Over Q2, the myFM Centre welcomed a number of large events including the myFM Home Show from May 2 to May 5, and a large tribute Concert on May 25, as well as preparing for Canada Day celebrations on July 1.
- New staff positions were approved by Council on June 25 to increase the staff complement.
- Town staff engaged with the Junior A Wolves to better incorporate their needs into facility operations and vice versa. Discussions included accessible seating within the Deslauriers Arena, canteen improvements, game day operations and concession services.

Community Services

GENERAL

- Three-year action plan to support Equity, Diversity and Inclusion completed.
- MOU with Youth Wellness Hub completed.
- Continued partnership with GAAC (Golden Age Activity Centre) by providing Adult Cooking Classes as an evening program held at GAAC.
- Grants to Community Partners has supported 7 non-profit organizations so far in 2024.
- Tried tourist information at the museum over the summer. Working on full plan for 2025.
- Grass cutting and park maintenance on track due to increased staff and partnership for cutting with Public Works.

Q1

- The FrewFest Family Day Winter Carnival, held from Saturday, February 17 to Monday, February 19, was a huge success, with highlights including the BeaverTail truck selling 700-800 treats, a record crowd of 740 at the Wolves game, and over 200 hot dogs served at the free lunch. The Renfrew South District Women's Institute served a free breakfast to over 100 people, while EarlyON had 96 scavenger hunt submissions and more than 375 entries for the prize package giveaway.
- Spring guide created and released.
- Planning began for March Break and Summer Day Camps, with March Break Camp sold out.
- DCarr (Arts, Heritage, Culture Master Plan) visited Renfrew January 19th-January 21st and are putting together their findings in a report.
- Quarterly meeting was had on January 8th with groups/organizations in Town of Renfrew to make sure we are not duplicating programs/events.
- Attending Senior Active Living Fair on February 19th to promote Town of Renfrew programs/events that focus on seniors. Working on the transition over to myFM Centre for all programs.
- Working with Kate Monahan from The Quiet Guiding Company and Becky Wright from Milestone Consulting through CSMARI grant:
 - Mural design community input January 31st, design revealed February 15th
 - Staff Training Date Thursday, February 22nd
 - Cultural Exchange Event planned with LIP for March 9th

APRIL

- Hired Summer Students (Day Camp).
- Selected performers for the Music in the Park Summer Concert series.
- Quarterly meeting (ROC) with outside groups, organizations, and non-profits.
- Attended AGM & Tourism Conference. The Craft Beer & Food Truck Festival was nominated for an Ottawa Valley Tourism Awards.
- Worked with Community Living for Summer Day Camp inclusion staff & community programs.
- April & May - Provided multiple tours of myFM Centre.
- April & June – Worked with YWHO (Youth Wellness Hubs of Ontario) to offer two Craft & Pizza Days for youth ages 12-25.

MAY

- Opened registration for Summer Day Camp.
- May & June - Community partners' grant applications awarded.
- Arranged first aid training for all staff that needed to receive it.
- Gymnastics Ontario came to Renfrew to provide gymnastics certifications.
- Worked with Renfrew & District Food Bank to put in 4 new plots at Community Gardens.
- Attended Chartwell Quail Creek luncheon.
- Attended Economic Development Update Breakfast Networking Event hosted by Renfrew & Area Chamber of Commerce.
- Released Summer Program Guide in partnership with Renfrew Public Library.

JUNE

- Worked with LIP (Local Immigration Partnership - Lanark & Renfrew) for their Culture Connect series to offer to programs in Renfrew (Indian Cooking Class & African Dance).
- Attended Leadership Exchange conference hosted by Community Living.
- Met with Art Factory's Patrick Mills to discuss community paintings.
- Met with Renfrew County Economic Development for Holiday Taste of the Valley.
- Colour FUN Run/Walk/Roll with \$946.34 raised for Renfrew Public Library and Renfrew Pride. Coordinated with Renfrew Pride to raise the Pride Flag in Low Square. Completed the pride crosswalk.
- Camp Staff were trained (Community Living, High Five Training, Autism Training).
- Worked with community groups, and volunteers to plan Canada Day Celebration. Awarded RFP for fireworks for Canada Day evening.



McDougall Mill Museum

- The Town of Renfrew assumed operation of the McDougall Mill Museum with the adoption of the 2024 budget. Renfrew & District Historical & Museum Society Inc. (RDHMSI) retains ownership of the collection. Operations Transition meeting with RDHMSI took place May 16th.
- Full-time Curator/Archivist was hired and began work on April 15th.
- Six summer students were hired and began work on May 27th (4 of the positions are financed through the Town and 2 through RDHMSI).
- All exterior windows were replaced in December 2023, returning to the light pattern of the original mill for all casement windows. In early June, UV and visible light reducing film was added to all of the new windows which reduces light damage to collections and can add an additional layer of security. The Renfrew & District Historical & Museum Society Inc. paid for film and its installation through fundraising efforts.
- Due to the windows project, exhibitions had to be moved, so the basement and main floor of the museum opened to the public June 2nd, with the 2nd floor opening June 9th.
- Main floor exhibitions were rearranged to accommodate the new role as a Visitor Information Centre. Two staff attended a full day training session and 5 staff attended a tourism tour coordinated by Ottawa Valley Tourism Association.
- COGECO internet was installed in late June, as was a bicycle rack. The museum is advertised in the Renfrew County cycling map.
- Museum staff are monitoring O'Brien Park and Swinging Bridge for cleanliness, vandalism and bridge lighting. Museum staff support Music in the Park on Sundays.

- A small reading area with table and chairs was created on the main floor with local history books. A Kid’s Corner was organized on the second floor. A colouring page of the museum was created.
- Two visual scavenger hunts were developed for visitors to interact with the permanent exhibition. A quiz was developed for visitors to interact with the permanent exhibition.

Key Statistics

Recreation

Fitness Centre Access	
Month	Fob Swipes
April	3792
May	3611
June	2939

Court Access	
Month	Fob Swipes
April	3792
May	3611
June	2939

Fitness Centre Membership Registrations (and % versus 2023)					
Month	Day Pass	1 Month	3 Month	6 Month	1 Year
April	50 (n/a)	70 (389%)	28 (107%)	1 (n/a)	14 (n/a)
May	60 (n/a)	65 (224%)	27 (96%)	3 (n/a)	3 (n/a)
June	16 (n/a)	52 (193%)	25 (96%)	3 (n/a)	6 (n/a)

Court Membership Registrations (and % versus 2023)					
Month	Day Pass	Junior	Intermediate	Adult	Senior
April	4 (n/a)	23 (128%)	7 (100%)	77 (135%)	34 (148%)
May	23 (n/a)	5 (26%)	10 (333%)	43 (126%)	8 (57%)
June	67 (n/a)	8 (114%)	3 (300%)	11 (73%)	2 (67%)

Facility Usage	
Ma-te-way Park	
Tennis/Pickleball Court Bookings	1546 hours
Ball Diamonds	254 hours
Soccer Fields/Track	223 hours
MyFM Centre	
Arenas	747 hours
Dry Slabs	112 hours
Rooms (Town Programs)	785 hours
Rooms (External Rentals)	1165 hours
Visitor Information Programs	
Meetings (Town & Programs)	83 hours
Programs	40 hours

In Q2 there were a total of seven files on Access E11 created, actioned, and closed.

Community Services

Q1:

2
0
2
3

Enrollment Summary Report	
Enrollments by Date	
January 1, 2023 To January 31, 2023	
Transaction Counts	
Total Enrollment Transactions	63
Internal Enrollment Transactions	36
Online Enrollment Transactions	27

Most popular programs in January:

- Youth Cooking Classes
- Dancercise
- Gymnastics
- Kindergym
- Parkour
- Pickleball
- Line Dancing
- Sound Bath Healing

2
0
2
4

Enrollment Summary Report	
Enrollments by Date	
January 1, 2024 To January 31, 2024	
Transaction Counts	
Total Enrollment Transactions	670
Internal Enrollment Transactions	268
Online Enrollment Transactions	402

2
0
2
3

Enrollment Summary Report	
Enrollments by Date	
February 1, 2023 To April 30, 2023	
Transaction Counts	
Total Enrollment Transactions	170
Internal Enrollment Transactions	61
Online Enrollment Transactions	109

Sold out programs:

- Youth Cooking Classes
- Kindergym
- Parkour
- Empowering Athletes
- Pickleball Clinics
- Ballet
- Fused Glass Workshop
- March Break Camp
- Community Garden

2
0
2
4

Enrollment Summary Report	
Enrollments by Date	
February 1, 2024 To April 30, 2024	
Transaction Counts	
Total Enrollment Transactions	2213
Internal Enrollment Transactions	872
Online Enrollment Transactions	1341

APRIL - MAY - JUNE PROGRAM REGISTRATIONS

2
0
2
3

Enrollment Summary Report	
Enrollments by Date	
April 1, 2023 To June 30, 2023	
Transaction Counts	
Total Enrollment Transactions	250
Internal Enrollment Transactions	111
Online Enrollment Transactions	139

Sold out programs:

- Youth Cooking Classes
- Pop-up Kindergym
- Parkour
- Empowering Athletes
- Ballet
- Fused Glass Workshop
- Community Garden
- Pickleball Clinics

2
0
2
4

Enrollment Summary Report	
Enrollments by Date	
April 1, 2024 To June 30, 2024	
Transaction Counts	
Total Enrollment Transactions	1774
Internal Enrollment Transactions	774
Online Enrollment Transactions	1000

Over 700% increase
in registration numbers
from 2023 to 2024.

40

Programs/Events

73

Sessions

- 1774 total registrations between April 1, 2024-June 30, 2024 (over 700% increase from 2023).
- 40 different programs with 71 total sessions.

McDougall Mill Museum

- **Total Attendance Q2** – 273
- **Museum Activities Q2** – 4
- **Outreach exhibitions Q2** – 1 (Town Hall Lobby Wall Case – Renfrew: The Creamery Town)
- **Research Requests** – 3 (Research requests vary from general Renfrew history questions to specialized requests focused on particular artifacts.)
- **RDHMSI Collection** – Consists of over 10,000 items, donated by 1,166 unique donors over 56 years.
- **RDHMSI Donations Q2** – 9
- **RDHMSI Unique items acquired 2** – 130

Look Ahead

Recreation

- In Q3, Canada Day celebrations were hosted at Ma-te-way Park, and the myFM Centre will host a family circus event, and will have a painting hung in the atrium space by local artist Patrick Mills.
- The ice season will resume in early August with the installation of the ice on Deslauriers Arena, and ice will be installed on the BEI Arena in late August upon completion of the walking track resurfacing.
- Local museum staff have been engaged to add to the display capacity of the facility and increase existing capacity.

Community Services

- Put on a Canada Day event.
- Plan Craft Beer & Food Truck Festival.
- Execute Summer programs.
- Put on 8-weeks of Summer Day Camp.
- Work on the Fall Program Guide.
- Continue to build and grow relationships with outside organizations, groups, non-profits, and volunteers to offer a variety of programs and events for the community.
- Volunteer program near completion and ready for Council approval.
- Arts, Heritage & Culture Master Plan to be presented to Council in September.
- Plan and deliver various programs and initiatives that continue to make Renfrew a friendly, supportive, and engaged community.

McDougall Mill Museum

- In Q3, the museum will remain open daily until September 2nd. Traditionally, the museum closes Labour Day weekend. This year, the museum will extend its operating season to the end of September or beyond, weather permitting.
- **In Q3, the museum:**
 - has scheduled 1 group tour from Yet Keen Seniors Day Centre, Ottawa.
 - is planning an evening event in September with RDHMSI.
- **In Q3, the museum's scheduled outreach activities include:**
 - 1 outreach program at the Golden Age Activity Centre in Renfrew.
 - 1 outreach event for Canada Day at the MyFM Centre.
 - 1 outreach event at the New to the Frew Community Showcase Evening.

Working Group & Team Updates

Recreation Operations staff participate in Ma-te-Way Expansion Working group meetings to address operational matters as the facility is now complete.

Overview of Department Activities

Q1

- Professional development continued as staff members represented RPL at OLA's annual Super Conference. We also conducted a comprehensive staff meeting, updated job descriptions, completed staff members' work plans and set 2024 goals
- Community connections were forged through attending Quail Creek's Open House, the Mural Reveal and the Cultural Exchange Event
- The Town of Renfrew Community Services and Library Programs brochures were merged, creating a more streamlined approach to community programming and registration as well as increasing marketing reach
- The Library building continued its improvement, with the painting of the Adult Department, mending of the carpet, addition of the marketing television and the clean-out of the 3rd floor of our connected building. We continued to search for means of funding for the planned renovations of both buildings.
- The RFP for the entrances were completed and released to the public
- The Children's Department hosted a wide range of programs for children of all ages, including the winter session of Early Literacy programs, BIAK EarlyON Indigenous Teachings, the Forest of Reading, introduced Kid Librarian, Homeschooler Hive, Family Literacy Day with Barbara Reid, special March Break programs, Let's Talk Science, Hands-On Tuesdays and EarlyON Meet & Greet.
- The Adult Department also held a wide array of inclusive programs for tweens, teens, adults and seniors, including BIAK Drumming and Teachings, Community Activity Days, Broken Hearts Valentine Project, Gender Affirming Care workshop, a clothing swap with YWHO, a Climate Café, local author Jamie Bramburger, Chess, Fiero Coding Club and a Web Developer Bootcamp
- Special additions to our Library's mission of inclusive and diverse collections included 2 C-PEN Readers; the creation of an Adult & YA French collection (previously only children's titles); a huge selection of titles added to our 2SLGBTQIA+ collection through the Community Support, Multiculturalism, and Anti-Racism Initiative grant (titles recommended by the Canadian Centre for Gender and Sexual Diversity); and a new Sensory Support Kit, which includes noise-canceling headphones, fidget toys, dark glasses and more.

Q2

- The Library is collaborating with META Employment Services, through Employment Ontario, to provide equipment and a space for patrons' virtual appointments.
- SenSource door sensors installed to provide more detailed library usage statistics showing Tuesday and Thursday mornings and Friday afternoons are highest traffic times, with Monday afternoons being the lowest.
- Governance policies being reviewed in preparation for strategic planning for 2025-2029.

- E-resources expanded to include Career Cruising and Mango Languages. LinkedIn Learning is being promoted as it is a free online learning tool we want more people to use.
- Staff attended a training day in May which covered strategic planning, workplace respect, customer service, and revisited our Mission and Vision Statements.
- The Deputy CEO position transitioned into the title of Chief Librarian.
- Chief Librarian attended a leadership conference during which more community connections were forged.



- Library employees joined the Town Health & Safety and Employee Engagement committees.
- Fundraising events (i.e. Downtown Garage Sale and the Colour Run) raised over \$600.
- RPL received a Library Award through the Canadian Federation of University Women for \$4000 for our astronomy project, “which will fund the purchase of telescopes, books, and other celestial materials. Various astronomy programs will also be held.
- The Library was approached by “Help A Girl Out” (HAGO), a menstrual equity organization, and a community program was held in July.
- The deadline for the entrance project through Trillium has been extended to October 2024.
- The Children’s Department hosted a wide range of programs for children of all ages, including Hands-On Tuesdays, Tickle & Giggles, Caregivers Corner, BIAK Indigenous Storytime & Drumming, Forest of Reading, Literacy Lunch and numerous class visits with educational themes.
- The Adult Department also held a wide array of inclusive programs for tweens, teens, adults and seniors, including Adult D&D, Community Activity Days, Gardening information session, Indian Cooking program, Web Developer Bootcamp, Fiero Coding Club, Estate Planning, Andalusian travel session, the Colour Run and numerous themed book club meetings.



Key Statistics

- RPL welcomed over 18,900 visitors in the 1st and 2nd quarter, an increase of almost 15% in Q1 and 10% in Q2 over 2023.
- We added 160 new library patrons in Q1 and 170 in Q2.
- A total of 11,476 in Q1 and 11,681 in Q2 of physical library items were borrowed in both Departments.
- A total of 6,157 in Q1 and 5,794 in Q2 of e-resources were circulated (e-books, e-audiobooks, e-magazines).
- The Children's Department held 79 programs in Q1 and 50 programs in Q2 with a total attendance of 2,010.
- There were 38 classes visits in Q1 and 35 in Q2 with a total of 1,355 students attending.
- The Adult Department held 89 programs in Q1 and 63 in Q2 with an attendance of 1,151.

Look Ahead

- We will continue to offer diverse, age-inclusive programming.
- We will continue to improve community connections and partnerships.
- We will increase our membership and continue to provide clean, precise statistics and information.
- We will update our policies to reflect current guidelines.

Development, Environment & Infrastructure

Overview of Department Activities

Building Services

The Town of Renfrew's Building Department ensures compliance with *Ontario Building Code Act*, *Fire Protection and Prevention Act*, *Municipal Act*, and *Occupational Health and Safety Act*.

The division plays a crucial role in ensuring the safety of the residents of the Town of Renfrew through the regulation of building construction.

Building permits are issued for various types of construction once applications are reviewed and approved. After issuance of permits, onsite inspections are completed at various stages of construction to ensure that work is being performed in accordance with the approved plans.

The department provides information and assistance to the public such as pre-application meetings, guidance on code requirements and assists with the permitting process.

Environmental Services

- Opened HHWD – May 6, 2024.
- Hired new Landfill Operator II (Equipment Operator) - May 2024.
- Completed Landfill Access Road (contracted) as part of remediation efforts.
- Hosted Open House for Parks, Recreation, Waterfront, Arts, Culture and Heritage Master Plans on June 10, 2024.
- Annual energy use reporting submitted.
- The Asset Management Steering Committee was established and met on May 30th, 2024, and July 17, 2024. Additional meetings have been scheduled through the remainder of the year. Members of the Committee are attending PSD CityWide training in August.

Planning Services

The team's core function is planning long term direction for growth and development in the Town, primarily through Official Plan & Zoning By-law 46-2010, along with Provincial and County policy, legislation and regulations.

Planning Services are delivered by the Deputy CAO/Director of Development, Environment & Infrastructure (Principal Planner) with support from the Planning & Building Coordinator.

Infrastructure & Public Works

Road Construction Projects

- Argyle/Lochiel Reconstruction – on-going:
 - Underground work complete.
 - Concrete works complete.
 - Asphalt paving underway.
- O’Brien Road (Mask to Wrangler) on-going:
 - 1st lift of asphalt laid on August 1st.
 - Continuing with electrical and concrete works.
- Eighth Street Reconstruction – awarded to Thomas Cavanagh Construction Limited (TCCL) on August 13th.
- Dominion Street Reconstruction – awarded to McCrea Excavating on August 13th.

Design Projects

The 2024 Design Projects were awarded at Council on May 28, 2024, including:

- Hall Avenue Reconstruction – awarded to Jp2g Consultants.
- Ma-te-Way Drive/Opeongo Road Connection – awarded to BTE.
- Harry Steet Phase II/Joe Avenue – awarded to Morrison Hershfield (now Stantec).
- Hall Avenue Extension – awarded to BTE.
- Opeongo Road Asphalt Rehabilitation – awarded to Novatech.
- O’Brien Road Pumping Station – awarded Jp2g.
- Whitton Road Closure – awarded to Jp2g & BTE.

Some of the above-noted projects are underway and kick-off meetings for the remainder will take place in the upcoming weeks.

Master Transportation Plan – Draft Master Transportation Plan has been submitted by BTE and has been circulated to Staff and Council for comment. BTE will consider any comments and prepare the Final Master Transportation Plan.

The Town of Renfrew applied for the Housing-Enabling Water Systems Fund (HEWSF) for the Elgin Street Sanitary Trunk Sewer and was not successful despite a strong application.

Facilities & Real Estate

- Yard cleanup at 1 Innovation progressing well.
- Building repairs and lifecycle maintenance is taking place at all facilities.
- 210 Ready Agreement of Purchase and Sale executed – condition clearance phase.

- All leases are finalized at 1 Innovation and the myFM Centre and there is consistent communication with all tenants.

Building Services

- Implementation of online e-permitting portal.
- Attended Upper Ottawa Valley Chapter Meeting in Arnprior where Tarion provided an insightful presentation.
- Presented, along with 4 other building officials, to 107 students at Opeongo High School explaining what being a Building Inspector entails.
- As a result of the presentation, a few students expressing interest in co-op positions in various municipalities.

Planning Services

- Attended Economic Development Advisory Committee.
- Chaired the Asset Management Steering Team Meeting.



Ma-te-Way Working Group:

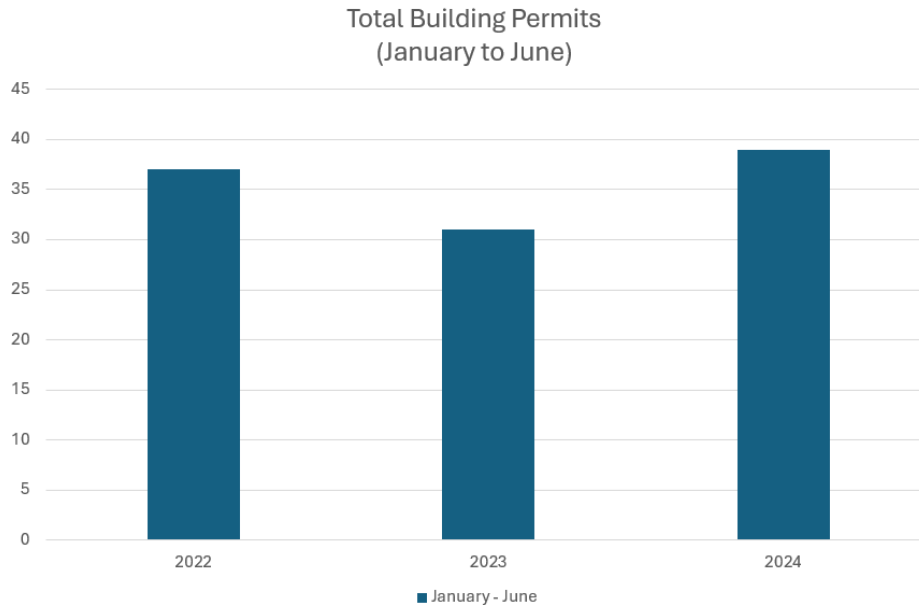
- MyFM Centre expansion deficiency list is 99% complete.
- Walking track flooring is complete.
- Daycare is officially licensed.

Key Statistics

Building Services

- 47 permits issued.
- 1 Order issued.
- Assisting with By-law Officer on 2 new “Notice to Remedy” violations.

- Number of inspections historically hasn't been tracked however, once all old permits are closed out and all new permits are electronic, all inspections will be tracked and statistics will be readily available.



Environmental Services

- \$206,800 in tipping fees collected at the Landfill.
- 7,475 transactions at the Landfill.
- 4 watermain breaks repaired by OCWA:
 - Cross Ave. – January
 - McAndrew Ave. at Aberdeen St. – February
 - O'Brien Road – April
 - Airth Blvd. at Wade Ave. - May
- 120 Trees planted with OPG and Scouts at Ma-te-way Park.
- 14 public waste receptacles replaced downtown.

Planning Services

- Processed the following applications:
 - 3 Minor Variances
 - 1 Zoning By-law Amendment
 - 4 Encroachments
- Currently processing:
 - 1 Consent Application
 - 2 Site Plan Applications
 - 1 Minor Variance Application
 - 3 Plan of Subdivision Applications
 - 4 CIP Applications
- Keynote speaker at the Chamber of Commerce AGM.
- Panel speaker at the Eastern Ontario Regional Housing Summit.

Infrastructure & Public Works

- During the 2023/2024 winter season approximately 1446 tonnes of salt were used, and 55 days were spent on winter road/sidewalk maintenance.
- 267 Locates have been completed up to June 30th.
- Approximately 66 tonnes of Hot Mix and Cold Patch have been purchased and used in Q1 and Q2 for patch work throughout the town. Public Works has recently began using Tack Coat SS-1, a slow setting asphalt emulsion, to facilitate good bonding of the Hot Mix to the existing base pavement layer.
- In Q1 & Q2 approximately 47,000L of Diesel and Gasoline were purchased for the fuel tanks at the Town garage.
- The Road Shouldering Tender was awarded to B.R. Fulton Construction on June 5th. The shouldering was completed successfully in July.

Look Ahead

Design & Construction Projects

- Seventh Street – Egis is working towards 80% design.
- Stevenson Crescent – Parsons is working towards 80% design.

Facilities & Real Estate

- Roof replacement at 1 Innovation is under review. Repair of the leaking section above Raytheon is a priority.
- Work ongoing on evaluation of 1 Innovation financial analysis (Revenue/Expense/Capital Overlay Ongoing surplus activities).

Department of Development, Environment & Infrastructure – Building Services

- Exploring further ways to reach out to the community for education purposes.
- Building Inspector Internship still in progress.

Environmental Services

- Working with OCWA to implement the seamless transition of water Distribution and wastewater collection and overall access to safe drinking water.
- Working with WSP to address non-compliance issues at the landfill in a way that will preserve the long-term capacity of the landfill.
- Ongoing MOE review of ECA for landfill hours to increase level of service at the landfill.
- Closing up Hazardous Waste Depot for the season.
- Annual grinding tender for Landfill.
- The Bonnechere River Park and trail Working Group met on Monday June 10. It was the first meeting of the Group. Topics discussed included introductions of members, a presentation on the history of the project to date, future vision for the park/trail and public relations.

Planning Services

The Planning section continues work on its community development and growth management mandate including commenting on legislative and policy proposals at the provincial and county levels, ongoing work on the Official Plan Review, Renfrew East Secondary Plan/Whitton Road Closure EA, and coordinating project management of the Master Transportation Plan and Master Servicing Plan. Development continues to recover from post-COVID economic environment with further improvement expected.

Infrastructure & Public Works

The Strategic Plan highlights that the Town of Renfrew will prioritize infrastructure renewal and implement asset management best practices. With the above-noted projects, the Town is focused on prioritizing the infrastructure renewal of many streets within the Town.

- The O'Brien Road Reconstruction from Mask to Wrangler is underway, finalizing the last section of the Connecting Links Program.
- The Whitton Road Closure preliminary design is underway, planning for the necessary integration with the 417 Highway Expansion.
- The Hall Avenue Extension & Ma-te-Way secondary access projects are included in the 2024 design projects, preparing for the future development of the Town.
- A multi-use pathway is being installed on O'Brien Road, and Town staff is considering active transportation in future design projects.

Ma-te-Way Working Group:

- Landscaping tender awarded work to commence late September.

Fire, Emergency & Protective Services

Overview of Department Activities

- The emergency plan and program were adopted by Council and appointments to the Municipal Emergency Control Group as well as the Emergency Management Working Group were finalized.
- A revised Establishing and Regulating By-law for the Renfrew Fire Department was adopted by Council on June 26th.
- The Fire Master Plan, Community Risk Assessment were presented to Committee on March 19th and adopted by Council on May 28th.
- A Community Safety and Well- Being Plan was presented in January by a Consultant who was selected by the Police Services Board. The plan was adopted by Council in March.

Fire

- **Training:** Renfrew Fire Department full time firefighters focused on the following topics in the months of January through June:
 - **Search and Rescue Training:** Techniques for using all the departments forcible entry tools to quickly gain access, as well as best practices for conducting rapid search and rescue were focused on.
 - **Rapid Intervention Training (RIT):** Should a firefighter become trapped, disoriented or injured in a structure fire, rescue crews must be highly trained to ensure rapid removal. These are considered highly technical evolutions.
 - **Building Familiarization Training:** Staff conducted site visits to numerous facilities in Town, including some of our vulnerable occupancies. Familiarity with building components such as HVAC systems, building fire alarm systems and sprinkler rooms are a focus.
 - **Elevator Rescue and Awareness:** An elevator technician was brought in to educate fire fighters on elevator components, elevator rescue and awareness.
 - **Fire Ground Survival Training:** One of our Training Officers attended the train the trainer course in Kingston. This will allow for the opportunity for our Officers to supply this training to the rest of our full time and volunteer firefighters.
 - Other topics covered include, hose loads specific to Renfrew Fire, ground ladders, SCBA, forcible entry, portable pumps.

Firefighters are also busy conducting online and blended courses through the Ontario Fire College:

- Fire Officer Level 1
- Fire Code Division B Part 4

- Fire Code Division B Part 2/6
- Fire Code Part 4
- NFPA 1021 Fire Officer
- Fire Code Part 2 and 6
- Water Rescue Awareness

Renfrew Volunteer firefighters concentrated on the following topics in the months of January through June:

- **Ropes and Knots:** The fire service has specific knots and various types of ropes that are utilized in different situations, so each member must become proficient at these skills.
- **Fire Department Ladders:** Skills such as proper techniques used for carrying, raising and lowering ladders and the inspection care and maintenance of all ladders ranging from our 14' roof ladders to 36' extension ladders.
- Training was also conducted in the areas of tactical ventilation, forcible entry, and Personal Protective Equipment including SCBA.

Public Education

Public education initiatives focused on:

- Removing snow and ice from hydrants
- Safe Cooking
- Carbon Monoxide Safety Tips
- Cottage & RV Safety Tips
- BBQ Safety Tips
- Door to Door Smoke & Carbon Monoxide Alarm Program

WHERE FIRE SAFETY & OUR COMMUNITY MEET...

Renfrew Fire Department will be visiting your neighbourhood. Beginning June 1st, we will be doing a door to door Smoke & Carbon Monoxide Alarm program. We will be there to ensure your family is safe, by ensuring you have working smoke and carbon monoxide alarms. We are also happy to provide fire safety messaging such as home escape planning and safe cooking practices.

By-Law

- By-Law transited in-house and a by-law officer was hired in January 2024. Pro-active enforcement of property standards and clean yards has occurred to ensure compliance.
- A review of the parking by-law and taxi- by-law has commenced.
- **Training** - By-law staff completed the Core Competency Bylaw Officer Course and earned their Provincial Offenses Officer Certificate. The course included some topics such as: Officer Safety, skills sets required to be a good officer, Introduction to Law, Authorities and Powers of Officers, Duties to Act, Laws and Legislation, Investigations, Proving a Case, Note taking and Case Studies.

Emergency Management

Public Education Initiatives

WINTER DRIVING EMERGENCY KIT

- Non-perishable food and water
- At least half a tank of gas
- Salt, sand or kitty litter
- Extra windshield washer fluid
- Winter appropriate clothing
- A snow brush and ice scraper
- A warm blanket
- A flashlight and extra batteries
- Jumper cables
- A phone charger

STAY SAFE WITH THESE 10 ITEMS

Canadian weather can be unpredictable, especially in the winter. Slippery or snow covered roads, reduced visibility and bitter cold are all conditions that can make driving difficult and even dangerous during cold weather. Winter also brings an increased risk of getting stuck in your car, so dress warmly before heading out.

For more tips to learn about winter driving risks and preparing an emergency kit for your car follow:

<https://www.getprepared.gc.ca/cnt/rsrscs/sfttps/tp201012-en.aspx>

This year Emergency Preparedness Week ran May 5-11, with the theme “Be Prepared. Know your Risks.” Tips were shared on social media.



EMERGENCY PREPAREDNESS WEEK MAY 5 - 11, 2024

BE PREPARED. KNOW YOUR RISKS.



MAKE A PLAN



BUILD A KIT



BE INFORMED

If an emergency happens in your community, would you be prepared? It may take emergency workers time to reach you. You should be prepared to take care of yourself and your family for a minimum of 72 hours. Being prepared means you know what to do, where to go and have the supplies to respond to emergencies and disasters properly. Make a plan, build a kit and be informed.

WWW.GETPREPARED.GC.CA



EMERGENCY PREPAREDNESS

VISIT:
WWW.ONTARIO.CA/PAGE/EMERGENCY-PREPAREDNESS
TO LEARN ABOUT DIFFERENT EMERGENCIES AND HOW TO BE PREPARED


Dam Failures


Drought


Earthquakes


Oil and Gas


Extreme Heat


Floods


Forest Fires


Pandemic


Erosion


Thunderstorms


Tornadoes


Winter Storms


Nuclear Incident


Landslides and Sinkholes



ALERT READY

CHECK YOUR PHONE'S COMPATIBILITY



BE INFORMED

Alert Ready in Ontario is part of a national service that delivers critical and potentially life-saving emergency alerts to Canadians.

Check your phone's compatibility at:
<https://www.alertready.ca/wireless/#carriers>



MAKE A PLAN

Every Canadian household needs an emergency plan. A plan will help your family know what to do in case of an emergency. When an emergency occurs, your family may not be together. You should plan how to meet or contact one another, and what you would do in different scenarios.

Make a plan in 20 minutes online at:
www.getprepared.gc.ca/cnt/plns/mk-pln-en.aspx



Town of Renfrew Crossing Guards

2023-2024 School Year

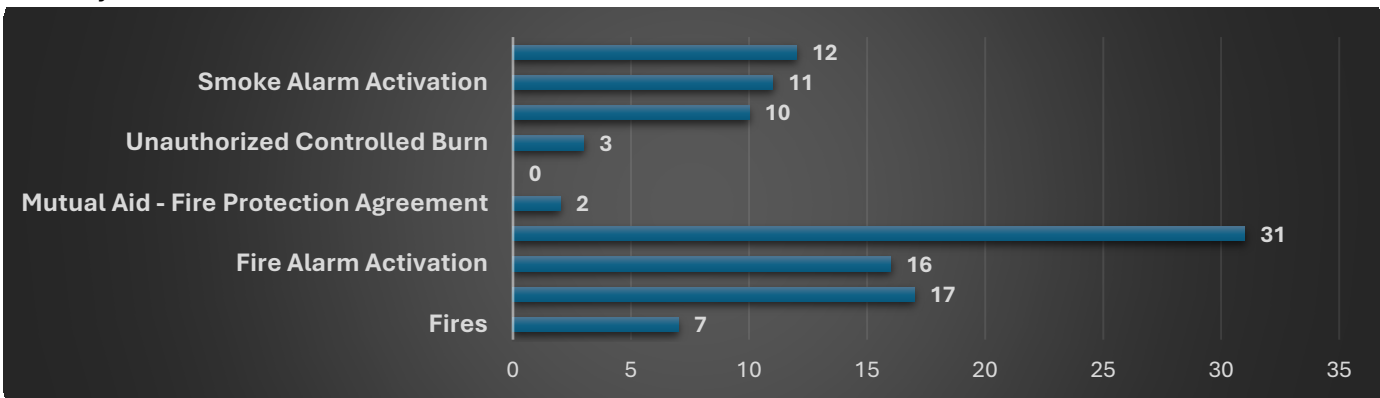
- Total number of Crossing Guards – 8
- Hours Per Day Worked – 2

- Located at:
 - Veterans' Memorial Blvd at Queen Elizabeth School 92)
 - Raglan Street South at Bolger Lane
 - Hall Avenue at Barr Street
 - Raglan Street South at Sunway
 - Raglan Street South at Munroe Avenue
 - Munroe Avenue (Central School)
 - Barr Street at Queen Elizabeth School

Key Statistics

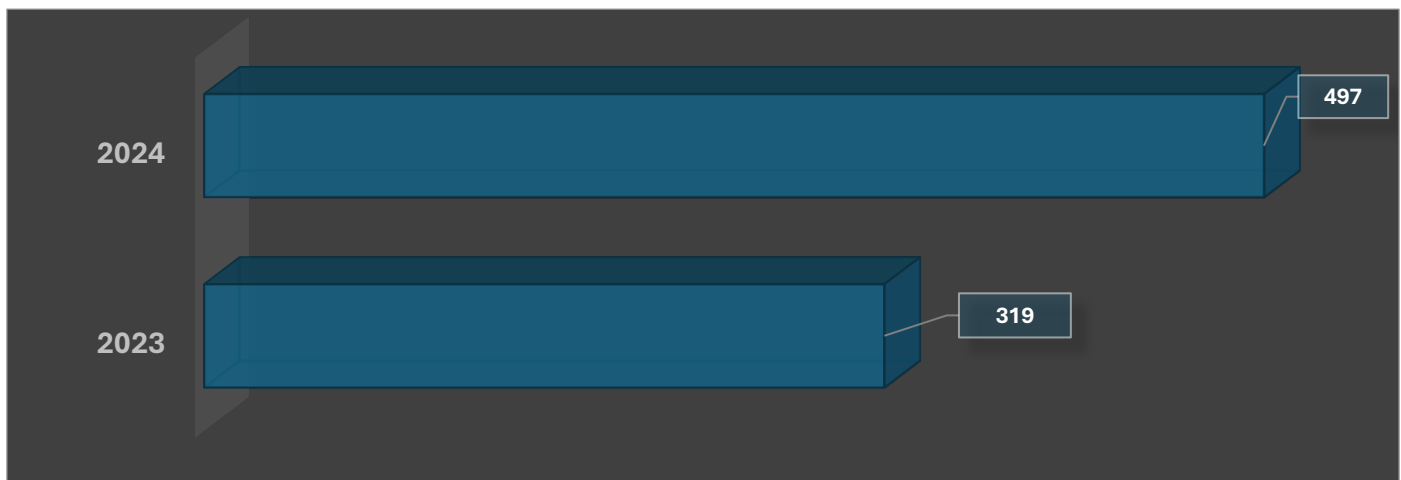
Fire

There was a total of 111 emergency responses between January to June 2024, up from 96 calls between January to June 2023. A total of 84 Recreational Outdoor Burn Permits have been issued to date.

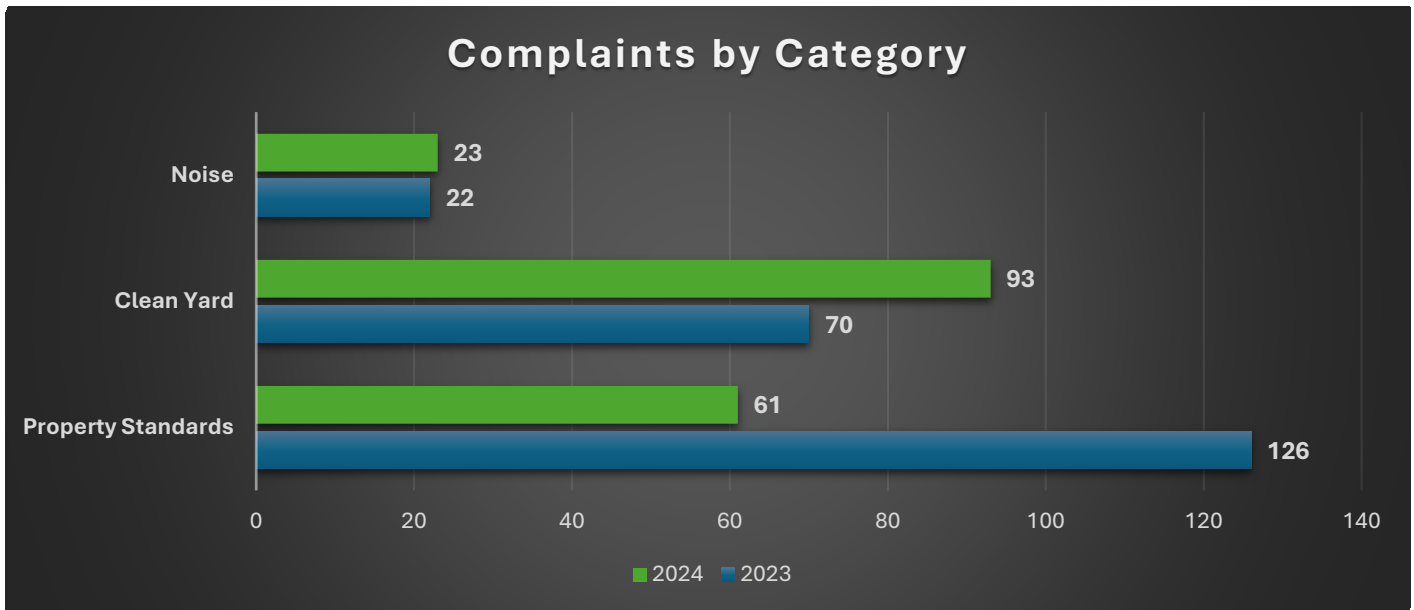


By-Law

Parking Enforcement - A total of 497 parking tickets were issued between January and June 2024, up from 319 between January and June 2023. A total of 59 streets were patrolled with Raglan Street South, Grigg Avenue, and Renfrew Avenue East receiving the majority of parking tickets. With winter patrol being in effect until March 31, 2024, 99 of those tickets were issued for winter parking infractions.



Proactive & Reactive Enforcement



Animal Control

- By-law responded to 73 complaints regarding dogs, cats, and pest control issues.

Licensing

- 288 pet tags have been purchased to date.
- 9 refreshment vehicle companies have submitted their applications and are permitted to operate for the 2024 season.
- 3 taxicab companies and 22 drivers have submitted their applications and are permitted to operate in 2024.

Look Ahead

- An emergency exercise is being planned in September/October as a combined exercise with Admaston/Bromley Township.
- Solidify budget and location for the Fire Training Centre.
- Municipal lands on Innovation Drive are being investigated for the use of the fire training centre.
-

Working Groups & Team Updates

Corporate Joint Health and Safety Team

The Corporate Joint Health and Safety Team met in May. The Team reviewed the terms of reference, roles and responsibilities, health and safety board requirements, workplace inspection requirements, as well as a discussion on any immediate health and safety concerns. A second meeting was held in June with a focus on an audit of all staff health and safety training.

Emergency Management Working Group

The Emergency Management working Group met in June to review the EM Program. The Team reviewed the Town's Hazard Identification (HIRA) and the Critical Infrastructure. Discussion regarding the annual emergency exercise and emergency preparedness also took place.

Area #1 – CAO & Town Clerk			
Description of Goal			
Oversee Town operations for efficiency and effectiveness, including legislative compliance and continuous improvement.			
Objectives to Achieve Goal	Completion Date	Status	Update & Next Steps
1. Complete the IT Assessment and determine next steps for technological upgrades. Review options for IT support ahead of 2025. Lead: Town Clerk/Manager, Treasurer/Director	Q1-Q4	75%	Assessment completed with a report to Council in May 2024 and adoption of three policies. RFP to be issued in the fall with follow up action on cyber security measures. IT being transferred to the Treasurer’s team.
2. Prepare summary report and progress update on the Fournier Report findings. Lead: CAO	Q1	100%	Report presented to Council in March 2024.
3. Complete a Communications Strategy. Lead: Communications & Eng. Coordinator	Q1	100%	A Corporate Communications Policy was adopted in March 2024.
4. Complete a Council Remuneration Review. Leads: CAO, Treasurer/Director, Finance/Compensation Specialist	Q1 Q1-Q3	75%	Comparator municipalities were approved by Council in March. Finance staff undertook analysis which was presented in June. Analysis and recommendations will be presented in the Fall after Council Composition is finalized. A Public Meeting and by-law adoption for the 2026-2030 term are expected in October.
5. Complete an Annual Report to Council. Lead: CAO & Communications & Eng. Coordinator	Q1	100%	The 2023 Annual Report was presented in January 2024 along with the 2024 Corporate Plan.
6. Ensure the implementation of a Records Management Program. Lead: Town Clerk/Manager, Deputy Clerk	Q3-Q4	40%	An Information Management Assessment was awarded to an expert firm and completed in Q2. Findings were presented in September. A summer student was also hired to assist with electronic and paper records. Training and recommendations are being actioned in Q3-Q4 with any major components subject to 2025 budget discussions.

<p>7. Complete an update of accessibility plans, policies, and procedures. Lead: Town Clerk/Manager, Deputy Clerk</p>	<p>Q1-Q2 Q1-Q4</p>	<p>25%</p>	<p>An initial review was completed by staff. The 2025-2030 Accessibility Plan is being developed and will come forward to Council in Q4. Policy review is underway with discussions with other municipalities on a joint advisory committee.</p>
<p>8. Begin implementation of the Town's new brand, specifically as it relates to the new website, signage, and wayfinding. Lead: Communications & Eng. Coordinator</p>	<p>Q1-Q4</p>	<p>100%</p>	<p>New brand has been utilized across digital platforms and a new website was launched with accompanying App. Templates were developed and being utilized. New main street banners were installed, and new signage was erected at the myFM Centre and Mack Wilson Park. Additional signage and wayfinding will be subject to future budget approval.</p>
<p>9. Help deliver a structured town hall on key topics selected by Council. Lead: Town Clerk/Manager, Senior Leadership Team</p>	<p>Q2-Q3 Q4</p>	<p>0%</p>	<p>To be scheduled.</p>
<p>10. Undertake an open house of Town Hall and the MyFM Centre with virtual components. Lead: Communications & Eng. Coordinator</p>	<p>Q2-Q3 Q4</p>	<p>0%</p>	<p>To be scheduled.</p>

Area #2 – Human Resources			
Description of Goal			
Create an environment of innovation and quality improvement, ensuring a safe and healthy workplace based on our corporate values and competencies.			
Objectives to Achieve Goal	Completion Date	Status	Update & Next Steps
1. Ensure job descriptions are completed for all positions, including training, education, certification, and experience requirements. Lead: CAO & HR	Q1-Q2 Q1-Q3	75%	Draft job descriptions were completed for all CUPE positions. Review of existing job descriptions will be completed in September and job evaluations will be finalized where necessary.
2. Develop a training program for staff, inclusive of staff, departmental, management and leadership meetings. Priority topics include corporate values, employee code of conduct, fraud prevention, and municipal finance basics. Continue all-staff training and team building day. Lead: CAO & HR	Q2-Q3	70%	An all-staff training day occurred on May 9, 2024. Topics included: corporate and strategic plan, respect in the workplace, customer service refresher, employee assistance program, municipal finance 101 & budget, records management refresher, and departmental mission and vision statements. A project management training was held on May 27 and Fraud, Contract & Procurement training is taking place in late September. A leadership training day will occur in the Fall. Health & safety training will be reviewed, and records management follow up training will also be arranged.
3. Undertake a preliminary succession scan. Lead: CAO	Q3 Q1	100%	Presented to Council in closed session in February 2024.
4. Establish an Employee Engagement Team with representation from each department, senior management, and Council. Enhance communications at the staff level. Lead: CAO & Communications & Eng. Coordinator	Q1 Q1-Q2	100%	Employee Engagement Team terms of reference adopted in April with representation from Council and each of the departments. Two meetings held to date and a staff survey was deployed.
5. Update the Employee Code of Conduct and include whistleblowing protections. Lead: CAO & HR	Q1 Q1-Q3	50%	An updated Code will be presented to Council in Q3 and refresher training will be provided.

<p>6. Begin implementation of the actions required to address the findings of the health & safety audit. Lead: Joint H&S Team, Fire Chief/Director</p>	<p>Q1-Q4</p>	<p>75%</p>	<p>Terms of reference for the Joint Health & Safety Team were adopted by Council April. The team has met twice and began reviewing practices.</p>
<p>7. Implement a new Performance Appraisal Program with a culture of goal setting and evaluation. Lead: CAO, HR & Supervisors/Managers/Directors</p>	<p>Q1 Q1-Q4</p>	<p>75%</p>	<p>New forms were established for probationary, front-line and other staff. Goal setting is being completed for 2024. The 2024 assessments will be completed in Q4 with setting of 2025 goals. Training was provided to supervisors on March 7.</p>
<p>8. Undertake a review of overtime and amend policies as required. Lead: CAO & Compensation/Financial Specialist</p>	<p>Q1</p>	<p>100%</p>	<p>A report was provided to Council in March 2024 and updated policies were adopted through by-law.</p>
<p>9. Complete the renegotiations of CUPE collective agreements. Lead: CAO, HR & Legal Counsel</p>	<p>Q1-Q4</p>	<p>35%</p>	<p>Library negotiations were completed in the first quarter. The second CUPE negotiations will occur in Q4 as the agreement expires at year-end.</p>
<p>10. Complete the recruitment of two senior leadership positions: Treasurer and Director of Facilities, Maintenance & Operations. Lead: CAO & HR</p>	<p>Q1-Q2</p>	<p>100%</p>	<p>The Town was unsuccessful in recruiting a Director of Facilities, Maintenance & Operations. A re-org occurred with Recreation Operations under the auspices of Library, Community & Recreation Services and Public Works being integrated with Public Works. The Acting Treasurer's term was extended to December 31, 2025. The Acting Director of Operations agreed to remain until the end of 2024. Options will be considered at that time on leadership for the Infrastructure, Engineering & Public Works Team.</p>

Area #3 – Inter-Municipal Collaboration, Inter-Government Relations & Governance			
Description of Goal			
Continue to work with other municipalities and other levels of government to achieve results.			
Objectives to Achieve Goal	Completion Date	Status	Update & Next Steps
1. Develop a reciprocal municipal services agreement to foster and strengthen inter-municipal collaboration. <i>Lead: CAO</i>	Q1 Q3	20%	To be completed in Q3 and provided to existing municipal partners.
2. Review existing recreation agreements. <i>Lead: CAO, Library CEO/Director, Treasurer/Director, Rec Operations Specialist</i>	Q1-Q3 Q3-Q4	10%	To be reviewed by staff over the summer with direction from Council in Q3 for negotiations with partners in Q4.
3. Explore new and existing opportunities to share resources with other municipalities. <i>Lead: CAO & Senior Leadership Team</i>	Q1-Q4	75%	The Town continues to support other municipalities in terms of building code services, specifically McNab/Braeside and Greater Madawaska. Other discussions are on-going.
4. Complete an initial Government Relations Strategy. Support Mayor and Council at delegations at both ROMA and AMO, and with periodic meetings with MPP and MP. <i>Lead: CAO</i>	Q2-Q4	25%	A strategy will be presented later in the year. Delegations occurred at the Rural Ontario Municipal Conference in January. Ministries included: Municipal Affairs and Housing, Transportation, and Environment Conservation and Parks. Joint delegations were also secured with the Township of North Algona Wilberforce to speak with the Ministry of Finance and with the Township of Bonnechere Valley and Mississippi Mills for a delegation with the Ministry of Energy. A follow up joint delegation on the energy file occurred at AMO. The Town also participated in a delegation with Whitewater Region and Madawaska Valley on water/wastewater rates with the Ministry of Infrastructure in Q1.

<p>5. Explore and strengthen strategic partnerships with the County of Renfrew regarding housing, economic development, human resources, and other shared services. Lead: CAO & Deputy CAO/Director</p>	<p>Q1-Q4</p>	<p>0%</p>	<p>Warden Emon provides a conduit to County initiatives. More structured meetings will be organized for Q3 and Q4 on key topics.</p>
<p>6. Provide a summary report on the Local Efficiency Group initiative and help coordinate its re-establishment. Lead: CAO</p>	<p>Q1 Q1-Q3</p>	<p>50%</p>	<p>Under review by the CAO for presentation to Council in Q3.</p>
<p>7. Complete policy updates for the Downtown Business Improvement Area. Lead: CAO & Town Clerk/Manager of LS</p>	<p>Q1 Q1-Q2</p>	<p>100%</p>	<p>Completed by the BIA. Boundary expansion to be tackled in Q3 and Q4.</p>
<p>8. Complete reports as directed on accountability and transparency of local boards and entities, including financial oversight of RHI and RPG. Lead: CAO & Town Clerk/Manager of LS</p>	<p>Q1 Q1-Q2</p>	<p>100%</p>	<p>Reports were presented to Council in Q2.</p>

Area #4 – Finance			
Description of Goal			
Ensure the financial performance of the organization by modernizing processes, strengthening controls, and developing appropriate processes and policies.			
Objectives to Achieve Goal	Completion Date	Status	Update & Next Steps
1. Ensure the Treasurer prepares the 2024 and 2025 Budgets within the direction and guidelines established by Council. Lead: Treasurer/Director	Q1 and Q4	50%	The 2024 budget was presented and adopted by Council and included a Public Meeting. The 2025 budget process will commence in Q3 and be completed in Q1 2025.
2. Ensure the FIR and annual financial statements are completed in house by 2025 and that year-end procedures are wrapped up in the first quarter beginning in 2024. Lead: Treasurer/ Director & Deputy Treasurer	Q1-Q2 Q1-Q3	50%	Year-end procedures were completed in Q1-Q2. Auditors will present the draft audited financial statements in Q3.
3. Investigate the replacement of the current financial software; procure budgeting, asset management, electronic timesheets, and PO software/modules in 2024 with appropriate staff and department training. Lead: Treasurer/Director & Deputy Treasurer	Q1	100%	Budget, Asset Management & Financial software was procured and approved by Council in Q1. Implementation is on-going with some finance modules to be implemented in 2025.
4. Prepare a summary of senior levels of government funding and their impact on infrastructure renewal over the last 10 years with a new 10-year forecast based on need. Lead: Deputy Treasurer	Q1 Q2	100%	A summary of previous funding was prepared in support of delegations to Provincial officials. A summary report was presented to Council in August.
5. Complete a forecasted 10-year capital plan and work toward a long-term financial plan. Lead: Treasurer/Director & Senior Leadership Team	Q2-Q3 Q4	0%	On-going with the review of previous reports and newly adopted plans.
6. Begin quarterly reporting to Committee and Council in 2024 on the Town's financial performance, including budget to actuals, cash flow, etc with a goal of monthly reporting beginning in 2025. Lead: Treasurer/Director & Finance Coordinator	Q2	100%	A report on corporate reporting was provided to Council in May 2024. Regular reporting commenced in the summer. Report template has been created with on-going reporting now occurring.

7. Provide an action plan on the financial services review recommendations. Lead: Treasurer/Director	Q1-Q2 2025	25%	Some of the recommendations are being implemented (policies, software). An action plan will be presented in Q1 2025 due to workload.
8. Review current financial policies and bring forward AR, Cash Handling, Accounts Payable, Fraud Prevention, Cash Flow, and Investment Policies. Lead: Treasurer & Deputy Treasurer	Q1-Q4	0%	Policies are being developed for review and adoption by Council.
9. Revamp the General Ledger with a Data Dictionary, including training and in keeping with FIR reporting. Lead: Treasurer/Director	Q1-Q4	30%	The Treasurer is reviewing best practices for implementation as part of the new financial software.
10. Undertake a review of user fees for planning, building and recreation in time for the 2025 budget cycle. Lead: Treasurer/Director, Finance/Client Services Specialist	Q1-Q4	100%	A review of current fees was concluded with adoption expected in June 2024. A more in-depth review of these three types of fees to determine full-cost recovery and degree of subsidization would occur in 2025 dependent on budget approval.
11. Review procurement practices, including Purchase Orders and RFP/RFT templates. Lead: Treasurer/Director, Deputy Treasurer, Purchasing Assistant	Q1-Q2 Q1-Q4	25%	The review of existing practices, templates and procedures is on-going with an amended policy expected before the end of the year.
12. Develop financial standard operating procedures for service areas of the department, including training guides. Lead: Finance Team	Q1-Q4	10%	This work is on-going and current practices will be formalized for compliance and cross-training purposes.

Area #5: Community Services			
Description of Goal			
Support an accessible, supportive and age friendly community by advocating for community health and wellness through strategic partnerships.			
Objectives to Achieve Goal	Completion Date	Status	Update & Next Steps
1. Complete the action plan to support Equity, Diversity, and Inclusion by fulfilling the Community Support, Multiculturalism and Anti-Racism Initiatives grant requirements. Lead: Library CEO/ Director & Community Outreach & Program Specialist	Q1-Q2	100%	The CSMARI project was completed by March. Actionable items that have occurred include an inclusive mural at the Visitor Information Centre and programming. The consultants provided a high-level overview to Council in April.
2. Plan for the development of an Age Friendly Plan. Lead: Library CEO/Director	Q1-Q4	20%	The Town continues to work collaboratively with the Golden Age Activity Centre and Renfrew & Area Home Support. Planning continues toward the development of an Age Friendly Plan in 2025.
3. Formalize a volunteer program that covers recruitment, retention, training, and recognition. Lead: Library CEO/Director & Community Outreach & Program Specialist	Q1-Q4	80%	A fulsome volunteer program is in development for finalization and presentation to Council by end of year. A draft is complete and under review by the Director and Program Team.
4. Complete or update Memoranda of Understanding with both museums, the Youth Wellness Hub Ontario, and Renfrew Public Library. Lead: Library CEO/Director, Museum/Archives Specialist	Q1-Q3 Q1-Q4	25%	The Youth Wellness Hub agreement was approved by Council in February 2024. All other MOUs will be reviewed or created for Council review by the end of the year.
5. Adopt an Arts, Heritage & Culture Master Plan. Lead: Library CEO/Director	Q1-Q3	80%	The plan is under development. A presentation was made to Council at project onset in October 2023. A final open house occurred in June with plan presentation and adoption scheduled for Q3.

6. Continue to deliver of variety of programs and community events. Lead: Community Outreach & Program Specialist & Program Assistant	Q1-Q4	50%	A wide variety of programs continue to be provided. Program statistics show a sharp increase in participation.
7. Continue our partnership with the Golden Age Activity Centre and Seniors Home Support. Lead: Community Services Team	Q1-Q4	100%	A new MOU was adopted with Golden Age in 2023. On-going program collaboration is occurring.
8. Continue to support Community Organizations through the existing grant program. Lead: Library CEO/Director & Treasurer/Director	Q1-Q4	50%	The first intake of the grant has occurred. A second intake is planned for September. Submissions are reviewed by a team comprised of staff and council representatives.
9. Assume operational responsibilities, including staffing, for the McDougal Mill Museum. Lead: Library CEO/Director & Specialist, Museum & Archives	Q1-Q4	100%	The Museum/Archives Specialist has come on board and students were hired for the season. A meeting occurred with the Society to ensure operational costs are transferred over.
10. Deliver the Craft Brew and Food Truck Festival. Lead: Community Outreach & Program Specialist	Q3	0%	Planning is underway. The event is scheduled for Q3.
11. Support Signature Event Organizers through the new grant program and in-kind services. Lead: Community Services Team	Q1-Q4	100%	A new grant program is in place to support organizers. Queries are being directed to the Community Services Team.

Area #6: Economic Development & Customer Service			
Description of Goal			
Take advantage of its strategic location for community development and growth.			
Objectives to Achieve Goal	Completion Date	Status	Update & Next Steps
1. Review the Town's Community Profile with updated information and in keeping with the Town's refreshed brand. <i>Lead: Office of the CAO & Town Clerk</i>	Q3-Q4	0%	The community profile will be reviewed with feedback from the Economic Development Advisory Committee for presentation to Council by the end of the year.
2. Provide an update to Council on the Town's Business Retention & Expansion Study. <i>Lead: Office of the CAO & Town Clerk</i>	Q3-Q4	0%	The BR&E will be reviewed with feedback from the Economic Development Advisory Committee for presentation to Council by the end of the year.
3. Complete the Hotel Feasibility Study and reach out to potential developers. <i>Lead: Office of the CAO & Town Clerk</i>	Q1-Q2 Q1-Q3	100%	The study was presented to Council by the consultants in December 2023. The study is was presented to the Economic Development Advisory Committee and is expected to be presented to Council in Q3.
4. Undertake the proposed expansion of the Downtown Business Improvement Area. <i>Lead: Office of the CAO & Town Clerk</i>	Q1 Q3-Q4	0%	Proposed expansion requested by the BIA will be undertaken in 2024 with required notice. All properties designated Downtown Commercial in the Official Plan will be considered. The focus of the first half of the year was adjusting BIA levy rates and policy completion.

<p>5. Pursue the sale and development of surplus Town-owned property, including the Recreation Centre, Ready Avenue, <i>Lisgar Street</i>, and Seventh Avenue properties. Lead: Deputy CAO/Director</p>	Q1-Q4	25%	The process to declare these parcels surplus to the Town's needs was completed. An expression of interest for the 210 Ready property was undertaken and an Offer of Purchase and Sale was approved by Council in June 2024. A summary of land for potential sale will be presented to the Economic Development Advisory Committee and Council in Q3.
<p>6. Develop a customer service strategy and implement the new Service Renfrew model at Town Hall and MyFM Centre, with streamlined online services. Lead: Treasurer/Director, Finance/Client Services Specialist</p>	Q1-Q2	100%	Customer service policies were adopted by Council in May 2024. The Access E11 service request solution is now implemented. Staff will continue to monitor the streamlining of online services.
<p>7. Review visitor information services including a renaming of the Visitor Information Centre to welcome visitors and residents. Lead: Library CEO/Director</p>	Q2 Q2-Q3	40%	Currently under review. The McDougall Mill Museum was added as a location for information. A survey was released on potential renaming. Follow up report in Q3.
<p>8. Launch the new Economic Development Advisory Committee. Lead: Deputy Clerk, Deputy CAO/Director</p>	Q1 Q2	100%	The first meeting of the advisory committee occurred on June 13, 2024. Business members were recruited and appointed.
<p>9. Finalize and update leases, ensuring on-going tenant management. Lead: Office of the CAO & Town Clerk</p>	Q1-Q4	75%	Renewals were negotiated at 1 Innovation with Kerry Foods, Marshall's, and Raytheon. Other extensions are being negotiated with Deslaurier, Kember and BEI. Leases were all completed for the myFM Centre, including the agreements with the Bonnechere Algonquin First Nation. Tenant agreements at Town Hall are all in order. Negotiations for amendment of the 550 Hall lease are on-going.
<p>10. Ensure building repairs and lifecycle maintenance is addressed at 1 Innovation. Lead: Manager of EAM, Facilities & Real Estate Coordinator</p>	Q1-Q4	75%	Recent repairs include interior plumbing, exterior yard cleanup, refresh of vacant offices that can now be leased or used. A partial roof repair is being investigated.

Area #7: Development & Environment			
Description of Goal			
Promote a complete community approach to growth, including supporting a mix of land uses while being a leader in environmental stewardship.			
Objectives to Achieve Goal	Completion Date	Status	Update & Next Steps
1. Complete the Official Plan Review and Secondary Plans for Council adoption. Lead: Deputy CAO/Director	Q1-Q4	30%	The OP Review was postponed due to the Provincial Policy Statement Review. A scope change for the project was presented to Council in June. Renfrew East Secondary Plan proceeding to consultation concurrently with Whitton Road/Innovation Drive EA and preliminary design work. Opeongo Growth Area preliminary ecological surveys were completed, which will be the extent of action on the area for the time being as development is not imminent.
2. Begin the implementation of the Attainable Housing Action Plan, pending funding. Lead: Deputy CAO/Director	Q1-Q4	90%	The Planner participated in housing summits organized by the County of Renfrew at the myFM Centre and the Eastern Ontario Housing Summit. The Town was unsuccessful in receiving federal funding, limiting action plan implementation. Two properties are being reviewed for potential use for housing.
3. Investigate a Community Planning Permit System and apply for a Rural Economic Development Grant. Lead: Development Team	Q1-Q4 2024-2025	20%	A Rural Economic Development grant was applied for to undertake this work but was not successful. This item will likely be carried over to 2025.

<p>4. Scope a review of the Town’s existing Community Improvement Plan with potential changes for 2025 to support housing. Lead: Development Team</p>	<p>Q1-Q4 2024-2025</p>	<p>0%</p>	<p>A Council motion has come forward to review the plan, which will likely be carried over to 2025 to review other such programs across the province and their applicability to Renfrew. Consultation with the Economic Development Advisory Committee needed.</p>
<p>5. Complete the transition to the Ontario Clean Water Agency for water distribution and wastewater collection. Lead: Manager of Environmental Services, Manager of Public Works, Acting Director of FMO</p>	<p>Q1-Q2</p>	<p>100%</p>	<p>Three staff were transitioned to OCWA and operations began in Q1. OCWA has responsibility to respond to water breaks and locates associated with water distribution and wastewater collection.</p>
<p>6. Begin corrective measures at the landfill to address slope issues and planning for future. Lead: Manager of Environmental Services</p>	<p>Q2-Q4 2024-2025</p>	<p>25%</p>	<p>Completion of access road construction pending. Engineering design continues, with draft designs anticipated in Q3. Likely construction of the soil buttress later in the year and into 2025.</p>
<p>7. Continue to explore options for conservation and recreation use on non-developable lands near the highway. Lead: Manager of Environmental Services</p>	<p>Q1-Q4</p>	<p>40%</p>	<p>A working group is established to work on this project with representation from residents. The Shad Foundation is participating with potential funding. Advice has been received from the Nature Conservancy of Canada and the Bruce Trail organization. A biological analysis was also conducted.</p>
<p>8. Explore opportunities to increase safe accessible public use of the Bonnechere River and adopt the Waterfront Master Plan. Lead: Manager of Environmental Services</p>	<p>Q1-Q4</p>	<p>50%</p>	<p>See #7. The Waterfront Master Plan was adopted in August following the final public information session in June.</p>
<p>9. Undertake a tree planting program to enhance the Town’s tree canopy. Lead: Manager of Environmental Services</p>	<p>Q2-Q3</p>	<p>100%</p>	<p>Staff have explored a tree planting program on private property with Tree Canada to be considered for future funding. A tree planting was organized for May 2024 with plantings at Ma-te-Way Park.</p>

Area #8 – Engineering & Asset Management			
Description of Goal			
Continue to address infrastructure renewal, while ensuring growth readiness.			
Objectives to Achieve Goal	Completion Date	Status	Update & Next Steps
1. Complete the Transportation Master Plan and related Environmental Assessment work. Lead: Deputy CAO/Director & Manager of EAM	Q1-Q2 Q1-Q3	90%	The consultant provided an overview in April 2024. A draft was circulated to Council for comment. A report will be presented in Q3 for adoption. The TMP also included necessary public consultation as part of the Environmental Assessment process.
2. Complete road rehabilitation and reconstruction projects in the 2023 and 2024 budgets. Lead: Engineering Team	Q2-Q4	50%	The following construction projects were completed in 2023: <ul style="list-style-type: none"> • Maloney Culvert • McNab Crescent • Gillan Road (Hall to O'Brien) • Argyle/Lochiel/Opeongo Part 1 The following construction projects are scheduled for 2024: <ul style="list-style-type: none"> • Argyle/Lochiel/Hall Part 2 • O'Brien Road (Mask to Wrangler) • Eighth Street (O'Brien to Barnet) • Dominion/Quarry

<p>3. Ensure infrastructure projects are shovel-ready, including detailed design and engineering in the 2023 and 2024 budgets. Lead: Engineering Team</p>	Q1-Q4	50%	<p>The following projects are being designed for future construction:</p> <ul style="list-style-type: none"> • Ma-te-Way Watermain • Ma-te-Way Second Access (option analysis) • Stevenson Crescent • Seventh Street • Lynn Street • Opeongo Road • Elgin Street Sewer (Renfrew North Development Area) • O'Brien Pump Station • Hall Avenue Extension (ROW definition and design) • Hall Avenue Reconstruction • Whitton Road/Innovation Drive (EA and preliminary design) • Harry/Joe Phase 2 • Monroe Avenue
<p>4. Continue preliminary work on the Hall Avenue Extension, second entrance road to Ma-te-Way, and Whitton/Innovation projects. Lead: Engineering Team</p>	Q2-Q4	50%	<p>These projects are being designed in 2024-2025. MTO funding was secured for the Whitton/Innovation project which will include the necessary Environmental Assessment.</p>
<p>5. Complete the last Connecting Link project on O'Brien from Wrangler to Mask. Lead: Engineering Team</p>	Q1-Q4	80%	<p>The project was awarded to Cavanaugh Construction in May 2024. Provincial funding up to a maximum of \$3 million is secured for 90% of project costs. Construction is on-going.</p>
<p>6. Complete the Argyle, Lochiel, and parts of Hall and Opeongo road project. Commence planning for the remainder of Hall and Opeongo. Lead: Engineering Team</p>	Q2-Q4	80%	<p>BEI is completing work on the project in the 2024 construction season. Remainder of Hall and Opeongo are being designed in 2024/2025.</p>
<p>7. Prepare an action plan to address those assets identified as high risk in the AMP. Lead: Asset Management Steering Team</p>	Q1-Q4	0%	<p>To be reviewed by staff following the construction season.</p>

8. Prepare the required annual report to Council on the AMP and re-establish the steering team. Lead: Asset Management Steering Team	Q1 Q2-Q4	50%	The steering team was re-established with terms of reference in Q2. An annual report will be provided in Q4.
9. Determine Asset Performance Measures for all asset types. Lead: Asset Management Steering Team	Q3-Q4	0%	To be reviewed by staff following construction season.

Area #9 – Facilities, Maintenance & Operations			
Description of Goal			
Bring together the Public Works and Parks & Recreation divisions by streamlining operations and ensuring excellent maintenance that meet Council's levels of service.			
Objectives to Achieve Goal	Completion Date	Status	Update & Next Steps
1. Complete the Parks & Recreation Master Plan. Lead: Manager of Environmental Services	Q1-Q4	100%	The Master Plan was adopted in August following the final public information session in June.
2. Open the myFM Centre and close the Recreation Centre. Lead: Library CEO/Director	Q1-Q2	100%	Activities at the Recreation Centre have been transferred to the myFM Centre which has been operational since Q1. Good utilization of the expanded facility is occurring with all tenants now in the building. An expression of interest for the Pro Shop was issued.
3. Provide an action plan on the Ma-te-Way Expansion Third Party Review recommendations. Lead: CAO	Q1-Q2 Q1-Q4	100%	A report was presented and adopted by Council in April 2024 in response to the findings. Management agreed with all 49 findings with an action plan to address them. A Major Capital Projects Policy is a major deliverable. Implementation will occur over the course of 2024 and going forward.
4. Provide an action plan on the winter/summer maintenance review recommendations. Lead: Acting Director FMO, Recreation Operations and Public Works Teams	Q1-Q2 2024-2025	100%	An action plan was presented in February 2024. Implementation will occur over the course of 2024 and going forward.
5. Review plow routes and grass cutting for optimization. Lead: Acting Director FMO, Recreation Operations and Public Works Teams	Q1-Q2 Q1-Q4	50%	The PW and Recreation Operations team are working together to review grass cutting for optimization and teamwork. Plow routes will be reviewed ahead of the next winter season.

<p>6. Review sidewalk maintenance, snow removal and replacement to meet MMS. Lead: Acting Director FMO & PW Manager</p>	<p>Q1-Q2 Q1-Q4</p>	<p>50%</p>	<p>An overview of Minimum Maintenance Standards was presented in Q2. MMS was formally adopted as the minimum level of service replacing the snow and ice policy. The review of sidewalk maintenance is on-going. Reports on significant weather event declarations and associated policy and a FAQ document on winter control operations were presented to Council in September.</p>
<p>7. Improve visitor experience by improving downtown landscaping, including flower beds and baskets, banners, and street furniture. Review street furniture for other areas. Lead: Public Works Team, Manager of Environmental Services, Acting Director FMO</p>	<p>Q2-Q3</p>	<p>100%</p>	<p>Work awarded from an RFP and call for quotations. Summer students have been deployed to assist. Planting was completed in early June. Review of furniture for other areas will be reviewed ahead of the 2025 budget.</p>
<p>8. Update Winter Control and Summer Maintenance Performance Standards with regular reporting to Committee. Lead: Acting Director FMO & PW Manager</p>	<p>Q1-Q4</p>	<p>50%</p>	<p>This review is on-going and will be reported through various reports and policies coming forward in 2025. See #6 regarding MMS for roads.</p>
<p>9. Review rolling stock (fleet and equipment) requirements for all departments in time for the 2025 budget and for inclusion in the 10-year capital plan. Lead: Acting Director FMO, PW Manage, & Mechanic</p>	<p>Q1-Q2 Q1-Q4</p>	<p>25%</p>	<p>Equipment and rolling stock inventory is being reviewed and consolidated. A 10-year capital plan is under development.</p>
<p>10. Implement software solutions for the department for weather monitoring, patrolling, etc to implement mobile solutions and eliminate paper-based processes. Lead: PW Manager, Treasurer, Town Clerk</p>	<p>Q1-Q4</p>	<p>100%</p>	<p>Some software has been procured including ACE. Electronic weather monitoring was actioned and implemented earlier in the year.</p>
<p>11. Come up with key performance indicators for service areas for regular reporting to Committee. Lead: Acting Director FMO, Public Works Team</p>	<p>Q1-Q4 2024-2025</p>	<p>0%</p>	<p>This review is on-going and will be reported through various reports and policies coming forward in 2025. See #6.</p>

<p>12. Ensure staff are appropriately trained to meet requirements, including playground inspection, basic refrigeration, provided by OGRA, ORFA, and AORS.</p> <p>Lead: Senior Leadership Team</p>	<p>Q1-Q4</p>	<p>50%</p>	<p>Training plans are being developed. Two staff completed the playground inspection course. PW staff (3) are participating in Roadeo organized by AORS. Three PW staff are undertaking winter control training and 2 are being trained on pit operations as required by the Ministry.</p>
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Area #10 – Fire, Emergency & Protective Services			
Description of Goal			
Oversee projects improving the well-being and safety of the community.			
Objectives to Achieve Goal	Completion Date	Status	Update & Next Steps
1. Maintain the Emergency Management Plan and Program; explore a joint emergency exercise with a neighbouring municipality. Lead: Fire Chief/ Director & CEMC	Q4 Q1-Q4	75%	The emergency plan and program were adopted by Council in Q1. Appointments to the Program Team were finalized. An exercise is being planned for later in the year in conjunction with Admaston/Bromley.
2. Adopt a revised Establishing and Regulating By-law for the Fire Department. Lead: Fire Chief/ Director	Q1 Q2-Q3	100%	With the receipt of the Fire Master Plan and Community Risk Assessment, the by-law was presented to Council in June.
3. Finalize plans for a fire training centre and explore potential municipal partnerships. Lead: Fire Chief/Director	Q2-Q3 2024-2025	25%	Scope and timing of the project are being reviewed ahead of the 2025 budget process. Municipal lands are being investigated for this use.
4. Adopt the Fire Master Plan, Community Risk Assessment and Fire Hall Building Condition Assessment. Lead: Fire Chief/ Director	Q1 Q1-Q2	100%	The documents were presented to Committee in March by the consultants and adopted by Council in May. Building condition assessment was brought to Council in August.
5. Complete a review of Fire Standard Operating Procedures. Lead: Fire Chief/ Director	Q1-Q4	50%	On-going.
6. Adopt the mandated Community Safety and Well-Being Plan and ensure transition to Detachment Police Services Board. Lead: CAO & Town Clerk/Manager	Q1	100%	The plan was presented in January 2024 by the consultant selected by the Renfrew Police Services Board. The plan was adopted and presented in March.
7. Ensure a smooth transition to in-house by-law services. Lead: Fire Chief/Director, By-law Team	Q1	100%	A by-law officer was hired.

8. Undertake a review of the parking by-law. Lead: By-law, Fire Chief/Director & Protective Services Coordinator	Q1-Q2 Q2-Q3	50%	The review has commenced and includes a recent direction to examine accessible parking spots downtown.
9. Complete a scan of property standards and clean yards with pro-active enforcement and review of existing by-laws. Lead: By-law, Fire Chief/Director	Q3-Q4 Q1-Q4	75%	Pro-active enforcement of property standards and clean yards has occurred to ensure compliance. Other by-law reviews include the taxi by-law and fireworks by-law.
10. Complete a Fire Prevention, Public Education, and Fire Investigation Policies. Lead: Fire Chief/Director	Q1-Q4 Q1-Q3	100%	Fire Prevention and Public Education Policies were developed as part of the Fire Master Plan work. All three policies were adopted.

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