

Strategic Plan 2024 - 2027



Effective

Governance

Our Mission

Our purpose is to provide sustainable, progressive, and exceptional services in a beautiful community.

Our Vision: We are a vibrant, diverse, inclusive, and safe community, proud of its indigenous and scientific heritage, driven by extraordinary and engaged citizens, supported by exceptional municipal services and committed to a sustainable future.

**Fit for Purpose
Infrastructure**



We will actively manage and enhance our infrastructure to meet the needs of our community.

**A Vibrant &
Growing Community**



We will strengthen our economic vitality and support population growth for a diverse, dynamic, and inclusive community.

**Community
Wellness & Quality
of Life**



We will build a healthier and more inclusive community.

**A Healthy
Environment**



We are stewards of our natural heritage and will protect and enhance it for the benefit of current residents and future generations.



Fiscal Responsibility

We are focused on fiscally responsible and efficient core service delivery to ensure our future financial sustainability.



A Foundation of Excellence and Stability

We are committed to accountability, transparency, and excellence in our work. We will grow and nurture our people and processes.



Fit for Purpose Infrastructure

We will actively manage and enhance our infrastructure to meet the needs of our community.

Objectives

- Focus on improvements to our infrastructure
- Improve water quality and increase available sanitary treatment capacity, enabling growth
- Integrate asset management plans into operations and budgeting
- Advocate for continuing expansion of broadband availability across all areas in Deep River



A Vibrant and Growing Community

We will strengthen our economic vitality and support population growth for a diverse, dynamic, and inclusive community.

Objectives

- Encourage and support sustainable housing development
- Improve the vibrancy of our downtown and commercial areas
- Engage and support our small business community; explore opportunities for tourism
- Develop partnerships with neighbours, business and community groups



Community Wellness and Quality of Life

We will build a healthier and more inclusive community.

Objectives

- Develop a long-term recreation and culture plan
- Build on and strengthen social wellness supports
- Work with residents to improve the overall aesthetic appeal of Deep River
- Improve and enhance accessibility, walkability and connectivity throughout town



A Healthy Environment

We are stewards of our natural heritage and will protect and enhance it for the benefit of current residents and future generations.

Objectives

- Protect and grow our tree canopy, green spaces and forests
- Improve our storm water quality and infrastructure
- Reduce the Town's overall emissions through improved energy management
- Reduce the impact of the Town's household waste
- Update our emergency planning to account for climate change



Fiscal Responsibility

We are focused on fiscally responsible and efficient core service delivery to ensure our future financial sustainability.

Objectives

- Protect and optimize our revenue streams
- Modernize our financial policies, processes and practices
- Continue to explore and leverage funding opportunities; improve our grant success ratio
- Continue to analyze and improve our service delivery models



A Foundation of Excellence and Stability

We are committed to accountability, transparency, and excellence in our work. We will grow and nurture our people.

Objectives

- Develop and implement a performance measurement framework to support the implementation of the Strategic Plan and prioritizes accountability and transparency
- Improve our two-way communication and engagement with our residents and community
- Improve our resident-facing processes
- Develop and nurture our people, our capabilities, and our workplace culture



Fit for Purpose Infrastructure

We will actively manage and enhance our infrastructure to meet the needs of our community

Objective	Initiatives / Actions
Focus on improvements to our infrastructure	Develop and implement a rolling 3-5 year road plan (roads, sidewalks, shoulders, ditches)
	Develop and implement a rolling 3-5 year buried water and wastewater infrastructure plan
	Develop a long term core infrastructure expansion plan for housing growth
Improve water quality and increase available sanitary treatment capacity, enabling growth	Increase investment in re-lining / replacing buried water infrastructure
	Address water quality issues through improvements to our water treatment plant and processes
	Implement upgrades to address THM improvements
	Free up sanitary treatment capacity by addressing inflow and infiltration
	Apply for an appropriate increase in the rated capacity of the sanitary treatment plant
Integrate asset management plans into operations and budgeting.	Develop and approve strategic, community, and asset Levels of Service for all asset classes
	Build comprehensive asset management plans and supporting policies and processes for all assets
	Develop a long-term funding plan which maintain our assets' current service levels.
Advocate for continuing expansion of broadband availability across all areas in Deep River	Support service providers in the expansion of broadband networks
	Advocate for further expansion into outlying areas



A Vibrant & Growing Community

We will strengthen our economic vitality and support population growth for a diverse, dynamic, and inclusive community

Objective	Initiatives / Actions
Encourage and support sustainable housing development	<ul style="list-style-type: none"> Continue to work with developers to promote and support a mix of housing projects Develop a medium- to long-term housing and community development plan Continue to work with private, federal and public land owners to identify opportunities for future development Develop policies for the town-owned waterfront lands Develop and maintain relationships with local First Nation groups to collaborate on sustainable and respectful growth Ensure continue alignment of policies with provincial legislation, and identify opportunities that may arise Identify and promote housing enabling incentive programs
Improve the vibrancy of our downtown and commercial areas	<ul style="list-style-type: none"> Make physical improvements to downtown according to the streetscape and revitalization plan Collaborate with property owners to replace the sidewalk canopies Work with the County of Renfrew on the design and upgrade of Deep River Road and Ridge Road Continue to work with community organizations to improve and beautify Deep River Review and update CIP financial incentive to promote cohesive design
Engage and support our small business community; explore opportunities for tourism	<ul style="list-style-type: none"> Engage with local business groups and event organizers to identify opportunities and challenges Identify and review policies, fees, etc. that impact (support or hinder) the development of small businesses Identify and facilitate building connections from Deep River to the Algonquin Trail Work with the County of Renfrew / OVTA to explore and leverage opportunities for tourism in Deep River
Develop partnerships with neighbours, business and community groups	<ul style="list-style-type: none"> Work with major employers to identify and meet the needs of employees so that Deep River becomes a preferred place to live



Community Wellness and Quality of Life

We will build a healthier and more inclusive community

Objective	Initiatives / Actions
Develop a long-term recreation and culture plan	Develop a long-term recreation and culture plan (identifies needs, financial sustainability, etc.)
	Continue to collaborate with local community clubs to maintain and improve recreation and culture in Deep River
	Improve the balance between recreational costs and revenues
Build on and strengthen social wellness supports	Collaborate with community groups to identify and address barriers to inclusion for all
	Prioritize and implement the recommendations of the Community Safety and Well-being Plan
Work with residents to improve the overall aesthetic appeal of Deep River	Review and update by-laws and processes related to property standards, use of public land, etc.
	Update property standards for environmentally sustainable yard practices (naturalized yards, rewilding, FireSmart, etc.)
	Create property standard guidelines and information materials
	Develop and execute a series of "Beautiful Community" campaigns which include education, engagement and enforcement components.
Improve and enhance accessibility, walkability and connectivity throughout town	Develop a Trails Plan (accessibility, maps, condition assessments, maintenance, connectivity, gaps)
	Improve wayfinding signage across town
	Review and update the Town's Accessibility Plan
	Develop and enhance cross-town walking and alternate transportation routes



A Healthy Environment

We are stewards of our natural heritage and will protect and enhance it for the benefit of current residents and future generations

Objective	Initiatives / Actions
Protect and grow our tree canopy, green spaces and forests	Develop and implement a Street Tree planting plan
	Update our Forest Management Plan
	Develop an urban tree policy which protects the urban canopy (heritage trees, tree removal policies, etc.)
Improve our storm water quality and infrastructure	Perform a detailed assessment of the stormwater management system (condition, capacity, design) and identify improvements required
	Prioritise and implement improvements to reduce impact of storm water on environment
Reduce the Town's overall emissions through improved energy management	Develop and approve an Energy Management Plan with emission reduction targets
	Continue to remove internal combustion engines from our equipment and light-duty fleet by 2035
Reduce the impact of the Town's household waste	Investigate methods to extend the life of the current waste facilities
	Investigate additional waste reduction and diversion methods
Update our emergency planning to account for climate change	Update our community risk and hazard identification assessments, and execute recommended actions to mitigate high priority risks
	Update policies and by-laws to account for increased natural disaster risks resulting from climate change (wildfires, flooding, etc.)
	Develop preventative policies to reduce the risk to human life and property from wildfires and flooding



Fiscal Responsibility

We are focused on fiscally responsible and efficient core service delivery to ensure our future financial sustainability

Objective	Initiatives / Actions
Protect and optimize our revenue streams	Perform a "tax fairness" review of assessment values
	Advocate for improved assessment processes
	Continue to review and update user fees to balance cost recovery and subsidization of services
Modernize our financial policies, processes and practices	Provide online portal to residents to view and pay bills
	Streamline vendor payment processes
	Review and update key finance policies (procurement, cash flow management, investment and debt)
	Improve our project financial tracking and reporting practices
Continue to analyze and improve our service delivery models	Actively manage service delivery contracts with external providers to identify opportunities for savings
	Review and optimize the use of expert consulting services
	Continue to evaluate and enhance the composite fire service model
Continue to explore and leverage funding opportunities; improve our grant success ratio	Maintain an ongoing awareness of grant and other funding opportunities
	Utilize expert resources appropriately to improve our grant submissions
	Proactively identify a "ready list" of projects where grant funding is required for execution



A Foundation of Excellence and Stability

We are committed to accountability, transparency and excellence in our work.
We will grow and nurture our people.

Objective	Initiatives / Actions
Develop and implement a performance measurement framework to support the implementation of the Strategic Plan and prioritizes accountability and transparency	Improved performance reporting to Council
	Leverage technology to better communicate performance and result to the community
Improve our two-way communication and engagement with our residents and community	Understand our community's communication needs and implement a basic set of communication platforms (paper, website, social media, push notifications, etc.)
	Build our skill and capabilities in communications (basic graphic design, web content production, communications, social media)
	Improve our issue-reporting process and investigate digital options
Continuously improve our resident-facing processes	Identify opportunities for digitization of transactions and processes
	Provide additional options for payments
Develop and nurture our people and workplace culture	Conduct regular Pulse Check conversations
	Continue to implement an internal performance management and communication framework
	Build and strengthen our safety culture and practices
	Continually build our staff capabilities and plan for succession
	Continue with review and update of HR policies
	Complete pay equity review