

Strategic Planning 2016 – 2019

Priorities & Objectives:

Core focus areas



Vision & Mission Statements

Vision Statement: What do we do?

The Township of Whitewater Region delivers quality municipal services and supports the creation of opportunities to prosper and live a balanced, healthy lifestyle

Mission Statement: Where do we aim to be?

The Township of Whitewater Region offers communities that are safe, affordable, vibrant, sustainable and welcoming for all and foster an atmosphere for the encouragement of sustainable economic growth and development.

SWOT Analysis

Revised January, 2016

- Strengths?
- Weaknesses?
- Opportunities?
- Threats?



What are the *Strengths* of Whitewater Region?

- Location:
 - Highway 17, centre of Renfrew County, proximity to Ottawa, U.S. & Quebec borders and accessible trails network
 - Surrounded by large employers, more than a bedroom community
 - Centre for Ottawa Valley Aces and Ottawa Valley Thunder Hockey Associations
- Waterways, natural assets
- Commercial Services (location to major centres)
- Sense of Community, strong service clubs
- Agriculture/rural identity
- 2 Medical Centres
- 4 public schools, Mennonite school & thriving Mennonite community, 2 long-term care, 3 libraries
- Recreation, eco tourism (year-round opportunities), accessible & expanding trail network
- Small business support
- emergency infrastructure/fleets
- Existing fibre infrastructure & high speed bandwidth
- Progressive Council – pro development

What are the *Strengths* of Whitewater Region?

- Landfill capacity
- Rich history – Samuel de Champlain legacy
- Taste of the Valley, Community Fairs
- People – community minded, committed volunteers
- Growth in development
- People like it here
- Good relationship with media
- Source water
- Condition of existing water/wastewater plants
- Sales barn, agri-business
- Only licensed grain elevator in County
- Modern fertilizer facility
- Stable employment/economic base
- Clean environment, healthy living
- Hamlets and villages provide the basics

What are the *Weaknesses* of Whitewater Region?

- Pocket communities
- Water/wastewater infrastructure aging (growing demands), capacity
- Industry/demographics
- Loss of rail
- Large geography, road network, facilities/properties
- The people are not amalgamated (pockets), lack of engagement
- Aging volunteers

What are the *Weaknesses* of Whitewater Region?

- Need for developers to build seniors and multi-residential units
- Equipment is costly to maintain
- Youth out-migration
- Small market competing with box stores
- Servicing of industrial park
- Services/accommodations to keep people in the Township
- Demolition waste from older farms/homes going into landfills
- Perception of centralization of staff

What are the *Opportunities* of Whitewater Region?

- Trails – cycling & horse back riding lanes on roadways and separate trails - interconnectivity
- Travel/visitor centre – partner with private sector
- Review user fees, rental opportunities, alt. revenue and promotion
- Community engagement strategies
- Potential Community Development Officer/Seasonal Recreation Manager
- Industrial park
- Tourism packages
- Expanding community events
- Promote small business/commercial opportunities, role of the municipality in providing resources
- Contracting/leases – equipment and fleet management
- Increasing waste diversion (strategies for events, properties)

What are the *Opportunities* of Whitewater Region?

- Central/regional recreation facilities with other municipalities, explore partnerships with private sector; new pool
- Strategies to get people off the highway and into the Township – directional signage
- Community Improvement Plan (CIP)
- Branding community assets (what makes us unique?)
- Strategies to keep local people here, including youth retention
- Streamlining processes for permits, etc.
- Fostering environment for growth
- Refine website & provide more interactive online services
- Expansion of Garrison Petawawa / CNL
- Promote recreation facilities that we already have (arenas, ball parks, river, etc.)
- Looking at the municipality with a different lens – regional outlook
- New uses for rail corridors – trail network

What are the *Threats* of Whitewater Region?

- Household income lower than provincial average, population age higher than provincial average
- Economic diversity – lack of high quality jobs
- Water supply capacity – Beachburg Aquifer, Beachburg Water Pressure (Water Tower needed?)
- Highway 17 bypass – need to build community so Hwy bypass is not a threat
- Promotion of assets – what makes us unique compared to other municipalities? Build on strengths
- Quality of waterways (environmental) – Muskrat Lake
- Services/accommodations to keep people in the Township
- Future landfill capacity (20 - 30 years) – consider site of future transfer station
- Falling behind with infrastructure repairs
- Water rates
- Continuing loss of family farms
- Youth Outmigration (brain drain) and becoming fixed income retirement community

Review of Increasing & Decreasing Pressures

- ✓ Council
- ✓ Administration
- ✓ Emergency Services
- ✓ Culture, Parks, Recreation, Tourism
- ✓ Building & By-Law Enforcement
- ✓ Public Works
- ✓ Environmental Services

Next Steps:

Schedule Public Meetings to present
updated Strategic Plan

Township of Whitewater Region Strategic Plan



	2016	2017	2018	2019
GROWTH & DEVELOPMENT	<ul style="list-style-type: none"> -Update Accessibility Plan for all Municipal facilities, including grant funding applications -Consider Economic Development Officer -Explore Development Plan (sustainable growth, attract & retain development) -Continue working with all developers on new projects 	<ul style="list-style-type: none"> -Develop a Community Improvement Plan for the Villages -Continue focus on “Regional” nature of Township -Investigate Corporate Sponsorship Opportunities as a new revenue stream -Explore P3 options for growth (Private/Public Partnerships) 	Explore P3 options for growth (Public/Private Partnerships)	
MUNICIPAL SERVICES	<ul style="list-style-type: none"> -Update Asset Management plan to required 2016 level (including all bldgs. & facilities) -Water Rates Study -Property rationalization study (sale of surplus lands) -Review PW Operations & Staffing requirements -Firehall Department Efficiency Review -Comprehensive Zoning By-Law Continues 	<ul style="list-style-type: none"> -Long term finance plan to compliment Asset Management Plan -Equipment Utilization Ratio Analysis (lease, rent, own, share) -Review of Service Contracts 		
HEALTH & RECREATION	<ul style="list-style-type: none"> -Improve Little Lakes Swim Program location -Develop wharf & boat launch long range plan for annual improvements -Consider Seasonal Recreation Manager for Municipal Parks (possible combination with Community Development Officer) 	<ul style="list-style-type: none"> -Investigate community partnerships with other municipalities and the private sector (P3 options) -Develop Trail System Association -Recreation Department Review 		
SUSTAINABLE ENVIRONMENT	Review of current waste management practices – landfill capacity – develop demolition waste strategy			<ul style="list-style-type: none"> -Review Environmental Services, garbage & recycling tenders for 2020