



STRATEGIC PLAN 2016-2018

MISSION

To provide an affordable, vibrant community which offers a level of services and amenities that supports a sustainable and healthy lifestyle

CORE VALUES

Accountability

We are accountable for our own actions and results. We are accountable for the efficient and effective use of resources (public funds, staff, equipment, etc.)

Innovation

We pursue innovation to improve service by embracing change, researching and adapting new ways to achieve efficiency and encourage employees to take risks and exercise judgement in meeting the community's needs.

CORE VALUES

Integrity

We practice high standards of ethical behaviour and conduct ourselves with an openness and transparency that inspires trust.

We strive for the equitable and fair treatment of all as a foundation principle of our policies and practices.

Respect

We respect one and all by showing consideration for one another's ideas, values and beliefs. We value an open, respectful and inclusive workplace and we treat others with the same respect we expect to be afforded.

CORE VALUES

Teamwork

We work together (Council, staff, community, stakeholders) to ensure the municipality's mission and core values are adhered to. We actively partner to ensure services are provided in a safe, efficient manner in the best interests of the community as a whole.

PRIORITIES 2016-2018

- 1. Economic Development:** Seek out opportunities to increase tax base
- 2. Operational review** of City Departments
- 3. Facility Renewal:** examine upgrades and/or development of pool, rec complex, firehall, skatepark
- 4. Hard infrastructure:** Develop comprehensive, long term plan for roads, sewers, transportation, downtown,
- 5. Shared Services:** Initiate conversations with County of Renfrew and Township of Laurentian Valley regarding greater fairness in agreements

OBJECTIVES (2016-2018) *

Economic Development

- 1.1 Assemble a small group of business people along with mayor to prepare a sales team approach, targeting businesses, and following through with execution strategy
- 1.2 Implement community improvement plan (Council to approve in 2016)
- 1.3 Develop comprehensive Business Retention and Expansion strategy
- 1.4 Update Competitive Advantages Study, and then develop marketing plan

Operational Review

- 2.1 Implement recommendations for 2015 review (Operations Department)
- 2.2 Undertake review of Treasury/Administration Departments
- 2.3 Implement recommendations from 2016 review (Treasury/Admin)
- 2.4 Decide on review of Recreation/Culture/Tourism Department (in-house)

Facility Renewal

- 3.1 Feasibility plan to rehabilitate pool and replace fire hall
- 3.2 Review needs of Riverside Park facilities requirements
- 3.3 Conduct building condition assessments on older buildings (part of AMP)
- 3.4 Establish community partnership to build a permanent cement bowl skatepark

Hard Infrastructure

- 4.1 Comprehensive, long term infrastructure plan developed
- 4.2 Asset management plan reviewed, refined and recommendations implemented
- 4.3 Water financial plan completed
- 4.4 Water and sewer rate study completed
- 4.5 Development charges bylaw review
- 4.6 Encourage user groups to partner and participate in planning and visioning

Shared Services

- 5.1 Renegotiate agreements with LV for shared services
- 5.2 Negotiate new water and sewer contract with Laurentian Valley
- 5.3 Develop a better relationship with the County working on a fair distribution of the costs of various services

City of Pembroke Strategy "at a glance" (2016-2018)

Mission

To provide an affordable, vibrant community which offers a level of services and amenities that supports a sustainable and healthy lifestyle

Priorities over the next three years

1. Economic Development
2. Operational Review
3. Facility Renewal
4. Hard infrastructure
5. Shared Services

Score card

- ✓ Have we maintained our services and infrastructure?
- ✓ Did we achieve the budgets established by Council ?
- ✓ Have we improved our agreements with neighbors
- ✓ Compare level of complaints from residents over time
- ✓ What are assessment values?

Focused on 5 Key Priorities in next three years...

	2016	2017	2018
1. Economic Development: Seek out opportunities to increase tax base	1.1 Organize business team with sales strategy		
	1.2 Implement community improvement plan		
		1.3 Develop comprehensive Business Retention and Expansion	
		1.4 Update Competitive Advantages Study, then develop marketing plan	
2. Operational Review of City Departments		2.1 Review/Implement recommendations for 2015 review (Operations)	
	2.2 Review of Treasury/Administration Departments	2.3 Implement recommendations from 2016 review (Treasury/Admin)	2.4 Decide on review of Recreation/Culture/Tourism Department
		3.1 Feasibility plan to rehabilitate pool and replace fire hall	3.2 Review needs of Riverside Park facilities requirements
3. Facility Renewal: examine upgrades and/or development of pool, rec complex, firehall, skatepark	3.3 Conduct building condition assessments on older buildings		
	3.4 Establish community partnership to build a cement bowl skateboard park		
4. Hard Infrastructure: Develop comprehensive, long term plan for roads, sewers, transportation, downtown	4.1 Comprehensive, long term infrastructure plan developed		
	4.2 Asset management plan reviewed, refined and recommendations implemented		
	4.3 Water financial plan completed		
	4.5 Development charges bylaw review	4.4 Water and sewer rate study	
	4.6 Encourage user groups to partner and participate in planning and visioning		
5. Shared Services: Initiate conversations with County and LV regarding greater fairness in agreements		5.1 Renegotiate agreements with LV for shared services	
	5.2 Negotiate new water and sewer contract with Laurentian Valley	5.3 Develop a better relationship with the County working on a fair distribution of the costs of various services	