

Township of McMurrich/Monteith

Strategic Planning and Development Committee Meeting
Wednesday, April 15, 2026 - 3:00 pm
McMurrich/Monteith Township Council Chambers

AGENDA

1. Call to Order
2. Declaration of Pecuniary Interest
3. Acceptance of Minutes of Meeting- February 26, 2026
4. New Business – none
5. Old Business
 - 5.1 AI technology within the Municipality
 - 5.2 ACED survey update
 - 5.3 Review Strat Plan (Economic Development and Mission Statement)
6. Information Sharing –
7. Resolutions
8. Adjournment
9. Next Meeting Date- TBD at 7:00pm

McMurrich/Monteith
Strategic Planning Committee Meeting Minutes
Thursday, February 26, 2026 – 3:00PM

Present: Vicky Roeder-Martin (Chairperson), Craig White (Council Member), Joanne Baker (Member)

Absent: Annette DeCoste

Guests: none

Recording Secretary: Allyson Pedwell (Municipal Staff)

1. Call To Order at 3:00pm

2. Declarations of Pecuniary Interest:

There were no declarations of pecuniary interest.

3. Acceptance of Minutes of Meeting:

January 15, 2026

4. New Business:

None

5. Old Business:

5.1 AI technology within the Municipality: The Committee discussed the advantages of incorporating AI technology in Committee and Council meetings, as well as day to day operations of the Township.

5.2 ACED survey update: Staff updated the Committee that we have received several responses from the survey and will report back once more responses have been received.

6. Information Sharing:

Member Roeder-Martin reminded staff that an audio amplifying system was to be installed in the Council Chambers.

The next meeting the Committee would like an update from the CAO regarding status of the action items of the Strategic Plan and an update on the ACED business survey

7. Adjournment:

The Committee adjourns this meeting at 4:10 pm until April 15, 2026 at 3pm.

8. Resolutions:

2026-03 Baker/White

Be It Resolved that the Committee approve the minutes of the meeting held January 15, 2026.

Carried

2026-04 White/Baker

Be It Resolved that the Committee recommends the attached proposal for Council's review. **Carried**

2026-05 White/Baker

Be It Resolved that the Committee adjourn the meeting at 4:10pm to meet again on April 15, 2026 at 3pm. **Carried**

Chairperson – Vicky Roeder-Martin

Deputy Clerk/Treasurer- Allyson Pedwell

DRAFT

Township of McMurrich/Monteith Strategic Plan Action Plan

Tracking progress and completion of action items. Should include supporting documentation with context.

NOTE: Some points in the Status column are information and ideas since we're still discussing how to accomplish some of these actions.

Strategic Priorities:

Township Operations, Services And Council:

Strategic Priority:	Action:	Status:
<p>The Township of McMurrich/Monteith recognizes the importance of fiscal responsibility as it invests in the future while maintaining and improving services. The following goals will help to ensure accountability and transparency.</p>		
<p>Goal TO-1: Continue to Improve the Township's Financial Sustainability</p>	<p>1. Council and staff will build on our strong financial foundation by exploring every avenue of securing grants and new development revenue streams.</p>	<p>Staff monitors all grant avenues and applies when a grant is available.</p>
	<p>2. Staff and Council should regularly review their asset inventory and Asset Management Plan for guidance to make strategic acquisition, disposition and budgetary decisions as necessary.</p>	<p>Asset Management Plan has been updated and staff reviews the municipal assets regularly and add what is needed to the capital budget.</p>
	<p>3. Work plans are to be developed by staff and council and reviewed quarterly for accountability.</p>	<p>Financial statements are presented regularly to Council. The budget includes the work plan for the year.</p>
	<p>4. The Township will adopt new technology and methods to improve efficiencies.</p>	<p>Staff reviews new technology when it becomes available and implements it when the funds are available.</p>
	<p>5. Leadership shall advocate for assistance and investment from our Provincial and Federal governments.</p>	<p>Council and staff reviews and supports any investments put forward by municipalities and municipal organizations.</p>
<p>Goal TO-2: Improve Management Structure</p>	<p>Council and Staff will focus on the following: 1. Clarify Roles and Responsibilities 1.1 Council and Staff will clarify staff roles, responsibilities and authorities and ensure that all staff are trained and equipped to perform their duties. 1.2 Council and Staff will review job descriptions annually during the employee review period as well as assess and assign training to staff as needed. 1.3 Council and Staff will explore the CAO model.</p>	<p>All job descriptions, roles and responsibilities were reviewed in 2025. Pay equity was updated and will be maintained. Job performance reviews are completed every year for all staff and training is assigned as needed. Council has hired a part-time CAO and is evaluating the need to continue this practice.</p>

<p>Performance appraisals are completed every year, which include measures and key objectives and feedback from employees and supervisors.</p>	
<p>Policies, procedures and processes are reviewed regularly to improve efficiencies.</p>	
<p>Official Plan is presently being reviewed. Following its approval, the Zoning By-law will be reviewed and updated.</p>	
<p>Written complaints are registered, sent to the proper department and a follow up is completed to make sure that the concern was addressed.</p>	
<p>Most of our legacy documents have been digitized and staff digitizes new documents on a regular basis.</p>	
<p>Office addition has been completed. Council should be looking at whether or not another addition will be required in the coming years.</p>	
<p>CAO has approved flexible scheduling options for employees when they are either asked for or needed.</p>	
<p>CAO has approved flexible scheduling options for employees when they are either asked for or needed.</p>	
<p>Staff has implemented an ongoing list of current projects and every year completes a priority project list.</p>	
<p>2. Enhance Performance Appraisals Performance appraisals, evaluations and mentoring of staff will be undertaken to ensure staff are measured against key objectives for their positions (using a 360 Review approach with input from supervisors, peers and subordinates). This will provide meaningful and authentic feedback and identify strengths as well as development opportunities. Encourage staff to create and implement their own Professional Development Plans.</p>	
<p>3. Review Policies, Procedures and Processes 3.1 Council will review and update existing policies, procedures, bylaws and processes to ensure their consistency and compliance with the Official Plan, Strategic Plan and best municipal practices.</p>	
<p>3.2 Policies, plans and bylaws such as the Official Plan, Zoning Bylaw and Strategic Plan will be kept current and up to date.</p>	
<p>3.3 Implement metrics for complaints and requests for service in order to improve services.</p>	
<p>4. Staff Efficiency Solutions Use the Strategic Plan as a living document to maintain ongoing task and priority lists.</p>	
<p>4.1 Staff and council will regularly identify efficiencies and implement solutions within all departments. Examples include: 4.1.1 Digitizing legacy paper documents</p>	
<p>4.1.2 Improving workspaces</p>	
<p>4.1.3 Maintaining flexible employee scheduling options</p>	
<p>4.1.4 Investigating flexible work/life balance solutions</p>	
<p>4.1.5 Maintaining and updating Township priority project list</p>	

Infrastructure and the Environment:

Strategic Priority:	Action:	Status:
Goal IE-1: Planning for Better Infrastructure (Roads, Bridges, Buildings and Culverts)	1. The Asset Management Plan will be used as a planning guide when making decisions and creating work plans, which will be reviewed and updated annually.	Department Heads follow their asset inventory regularly and make recommendations to Council on the replacement of assets. Municipal work is cyclical and does not really require work plans.
	2. The Township's heavy equipment assets require ongoing maintenance and planning for end of life replacement. Maintenance and replacement planning will be reviewed regularly.	The Public Works Superintendent has implemented a maintenance program for the equipment and is planning for their replacement.
	3. Take advantage of available grants that can be directly applied to improving our infrastructure such as upgrading equipment, purchasing aggregates and labour.	Staff is always on the lookout for grants that would help is update our infrastructure.
Create a long-term plan for the replacement, upgrading and expansion of existing buildings and for new Township buildings and property in McMurrich/Monteith.		The Township has few buildings, which are monitored for upgrading when needed.
Goal IE-2 Support Environmental Initiatives The environment can be maintained and cared for by a wide range of Township-led initiatives, including the following examples:	1. Educating residents at the Landfill on the importance of recycling, composting and waste diversion.	Recycling is no longer a municipal responsibility, but we do send out educational information to residents on what is recyclable.
	2. Public education will include property owner's rights and responsibilities for beaver issues and watershed management.	This is not a municipal responsibility. We respond to inquiries on this subject.
	3. Council will proactively support provincial and federal environmental protection initiatives by resolution that positively impact McMurrich/Monteith.	Council supports all environmental initiatives.
	4. Council and Staff will promote community environmental initiatives and educate the public on protecting the environment where appropriate.	Use e-newsletter to educate, share information, And find volunteers as a liaison with partner organizations.
Goal IE-3: Improve Township Amenities; Cemeteries, Parks, Trails and Boat Launches	1. Develop a work plan and budget for maintaining and upgrading the Township's amenities including cemeteries, parks, trails and boat launches.	A yearly budget is presented to Council which covers all township amenities.
	2. Work with Park to Park to improve the trails that run through McMurrich/Monteith.	Volunteer liaison (Park to Park rep); how can twp offer support? \$ labour, equip, volunteers?
	3. Research and apply for appropriate grants and other potential funding streams.	Staff is always on the lookout for grants that would help is update our infrastructure.
Goal IE-4: Improve Sprucedale Community Centre and Recreation Complex	1. Upgrade the kitchen to better support larger events.	Purchase of fridge, stove
	2. Improve the playground with new equipment.	Purchase of playground equipment through grant Looking at replacing playground equipment at Doe Lake.
	3. Utilize the rink space year-round with programming for all ages such as Pickleball, basketball, ball hockey, preschooler tricycle riding, etc.	Hockey program restarted Jan. 2025 Pickleball – who to coordinate? Ball hockey – who to coordinate?

<p>Goal IE-5: Improve and Extend the Life of our Landfill</p>	<p>4. Promote the use of the community centre and recreation facilities for a variety of programming.</p> <p>1. Create and implement a long-term plan for the landfill that maximizes its lifespan using a fact-based approach.</p> <p>2. Analyze data to effectively monitor new initiatives.</p> <p>3. Continue to educate and promote proper recycling and composting.</p>	<p>We need volunteers for various programming How best to promote? Looking to hire an Recreation Intern to help with recreation.</p> <p>Hired new consultant. Now have a waste capacity assessment and recommendations to improve landfill.</p> <p>Consultant will complete this.</p> <p>Use e-newsletter, post at landfill and at office.</p>
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Economic Development & Community Improvement:

Strategic Priority:	Action:	Status:
<p>Goal ED-1: Better Communications</p>	<ol style="list-style-type: none"> 1. Prepare email newsletters quarterly with upcoming events, local business highlights and good news. 2. Conduct semi-annual Town Hall meetings. 3. Update the website to be user friendly and searchable as well as up to date with partnerships, community connections, economic development, etc. 4. Develop social media accounts for available platforms. 	<p>Include this task in one admin's job description "Communications"</p> <p>Only if we have something to discuss. People will not attend without a specific subject.</p> <p>One admin has "Communications" role</p> <p>NOTE: Add implementing Code Red to this goal</p> <p>One admin has "Communications" role</p>
<p>Goal ED-2: Support Economic and Business Development</p>	<ol style="list-style-type: none"> 1. Prioritize downtown revitalization by identifying and addressing any policy, zoning or economic barriers 2. Become a member of ACED (Almaguin Community Economic Development) and leverage the services they provide in order to support business attraction, growth and development. 3. Explore economic opportunities the Township could pursue through partnerships and collaborations. 4. Maintain a current list of businesses in the Township and promote regional business opportunities. 5. Promote and engage local businesses in creative ways, such as sponsorship of an event. 	<p>Town planner and Council (currently updating the Official Plan)</p> <p>Staff utilizing their services (eg help with grants) Make local businesses aware of their services</p> <p>Tourism? Events? Joint building ventures? (such as affordable housing)</p> <p>Presently updating list of businesses. ACED promotes opportunities.</p> <p>Business incubator space? Talk to rec re: sponsoring at Summer Fest</p>
<p>Goal ED-3: Proactively Improve Municipal Investment Readiness</p>	<ol style="list-style-type: none"> 1. Identify and promote available investment lands with the municipality and create investment profiles that include relevant information related to available services, zoning considerations and other valuable insights. Cross-promote opportunities on the ExploreAlmaguin.ca website. 2. Review the development potential of municipally owned lands (current and future) and take appropriate measures to ensure that 	<p>Joined ACED which promotes economic development in our area.</p> <p>Staff has reviewed municipally owned lands.</p>

	<p>municipal goals are met within any lease/purchase opportunities.</p> <p>3. Undertake a downtown assessment initiative with the settlement of Sprucedale that identifies areas of improvement, service/infrastructure gaps, and other considerations that will increase development attractiveness and quality of life.</p> <p>4. Take an active role in advocating for critical infrastructure improvements, such as hydro and broadband internet extensions. Take advantage of opportunities for public/private partnership where mutual benefit can be achieved.</p>	<p>Council will have to hire a consultant to complete this project.</p> <p>Staff and council to continue to advocate.</p>
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Health Living and Wellness:

Strategic Priority:	Action:	Status:
<p>Goal HL-1: Provide Active Living Opportunities To All Ages</p>	<ol style="list-style-type: none"> 1. Maintain financial support to the Recreation Committee for delivery of community events. 2. Encourage growth and availability of youth sports programs. 3. Maintain partnership with East Parry Sound Community Support Services to provide senior programming and socializing opportunities. 4. Create an annual Healthy Living Fair and guest speaker opportunities in collaboration with health services. 	<p>In the budget</p> <p>Determine types of programs & find volunteers. New intern will help with this.</p> <p>2nd Tues of the month – Seniors' Lunch Every Wed – "Stay on your feet" exercise class (Include flyer for these as evidence)</p> <p>Volunteers? Who is passionate about this? Collaborate with other twps or AH Health Council</p> <p>Where? Community Centre? Potential wellness centre?</p> <p>Rep on Council; support resolutions and funding</p> <p>Where? Potential wellness centre?</p> <p>Looking into grants with NOHFC</p> <p>Maintain volunteer lists</p> <p>Talk to ACED about this</p> <p>New intern will coordinate this project.</p>
<p>Goal HL-2: Improve Healthcare Services and Opportunities for Residents</p>	<ol style="list-style-type: none"> 1. Enhance partnerships with healthcare services (ie. Providing space for clinics or information). 2. Maintain involvement with, and support of, Almaguin Highlands Health Council. 3. Provide space for wellness opportunities in the community. 4. Take advantage of provincial funding to improve local healthcare services. 	<p>1. Actively invite community members to volunteer in an area of interest.</p> <p>2. Access ACED's Community Grand Reopen (GRO) program resources to create a volunteer manual, role descriptions and post advertisements on website.</p> <p>3. Celebrate Volunteer Appreciation Week annually in April.</p>
<p>Goal HL-3: Expand Township Events with Volunteer Recruitment, Retention and Recognition</p>		