

Township of McMurrich/Monteith

Strategic Planning and Development Committee Meeting

Thursday, January 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- none
4. New Business – none
5. Old Business
 - 5.1 Strategic Plan – review of Action Plan
 - 5.2 Review ACED survey
6. Information Sharing –
7. Resolutions
8. Adjournment
9. Next Meeting Date- TBD at 7:00pm

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:
Goal TO-1: Continue to Improve the Township's Financial Sustainability	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.	
	1. Council and staff will build on our strong financial foundation by exploring every avenue of securing grants and new development revenue streams.	Staff monitors all grant avenues and applies when a grant is available.
	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.	Asset Management Plan has been updated and staff reviews the municipal assets regularly and add what is needed to the capital budget.
	3. Work plans are to be developed by staff and council and reviewed quarterly for accountability.	Financial statements are presented regularly to Council. The budget includes the work plan for the year.
	4. The Township will adopt new technology and methods to improve efficiencies.	Staff reviews new technology when it becomes available and implements it when the funds are available.
	5. Leadership shall advocate for assistance and investment from our Provincial and Federal governments.	Council and staff reviews and supports any investments put forward by municipalities and municipal organizations.
Goal TO-2: Improve Management Structure	Council and Staff will focus on the following:	
	1. Clarify Roles and Responsibilities	All job descriptions, roles and responsibilities were reviewed in 2025. Pay equity was updated and will be maintained.
	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.	Job performance reviews are completed every year for all staff and training is assigned as needed.
	1.3 Council and Staff will explore the CAO model.	Council has hired a part-time CAO and is evaluating the need to continue this practice.

	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.	Performance appraisals are completed every year, which include measures and key objectives and feedback from employees and supervisors.
	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. 3.2 Policies, plans and bylaws such as the Official Plan, Zoning Bylaw and Strategic Plan will be kept current and up to date.	Policies, procedures and processes are reviewed regularly to improve efficiencies.
	3.3 Implement metrics for complaints and requests for service in order to improve services.	Official Plan is presently being reviewed. Following its approval, the Zoning By-law will be reviewed and updated.
	4. Staff Efficiency Solutions Use the Strategic Plan as a living document to maintain ongoing task and priority lists. 4.1 Staff and council will regularly identify efficiencies and implement solutions within all departments. Examples include: 4.1.1 Digitizing legacy paper documents	Written complaints are registered, sent to the proper department and a follow up is completed to make sure that the concern was addressed.
	4.1.2 Improving workspaces	Most of our legacy documents have been digitized and staff digitizes new documents on a regular basis.
	4.1.3 Maintaining flexible employee scheduling options	Office addition has been completed. Council should be looking at whether or not another addition will be required in the coming years.
	4.1.4 Investigating flexible work/life balance solutions	CAO has approved flexible scheduling options for employees when they are either asked for or needed.
	4.1.5 Maintaining and updating Township priority project list	CAO has approved flexible scheduling options for employees when they are either asked for or needed.
		Staff has implemented an ongoing list of current projects and every year completes a priority project list.

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. 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. 3. Take advantage of available grants that can be directly applied to improving our infrastructure such as upgrading equipment, purchasing aggregates and labour.	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. The Public Works Superintendent has implemented a maintenance program for the equipment and is planning for their replacement. Staff is always on the lookout for grants that would help is update our infrastructure.
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:	Create a long-term plan for the replacement, upgrading and expansion of existing buildings and for new Township buildings and property in McMurrich/Monteith. 1. Educating residents at the Landfill on the importance of recycling, composting and waste diversion. 2. Public education will include property owner's rights and responsibilities for beaver issues and watershed management. 3. Council will proactively support provincial and federal environmental protection initiatives by resolution that positively impact McMurrich/Monteith. 4. Council and Staff will promote community environmental initiatives and educate the public on protecting the environment where appropriate.	The Township has few buildings, which are monitored for upgrading when needed. Recycling is no longer a municipal responsibility, but we do send out educational information to residents on what is recyclable. This is not a municipal responsibility. We respond to inquiries on this subject. Council supports all environmental initiatives. Use e-newsletter to educate, share information, And find volunteers as a liaison with partner organizations. A yearly budget is presented to Council which covers all township amenities.
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. 2. Work with Park to Park to improve the trails that run through McMurrich/Monteith. 3. Research and apply for appropriate grants and other potential funding streams.	Volunteer liaison (Park to Park rep); how can twp offer support? \$ labour, equip, volunteers? Staff is always on the lookout for grants that would help is update our infrastructure. Purchase of fridge, stove
Goal IE-4: Improve Sprucedale Community Centre and Recreation Complex	1. Upgrade the kitchen to better support larger events. 2. Improve the playground with new equipment. 3. Utilize the rink space year-round with programming for all ages such as Pickleball, basketball, ball hockey, preschooler tricycle riding, etc.	Purchase of playground equipment through grant Looking at replacing playground equipment at Bear Lake. Hockey program restarted Jan. 2025 Pickleball – who to coordinate? Ball hockey – who to coordinate?

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

Economic Development & Community Improvement:

Strategic Priority:	Action:	Status:
Goal ED-1: Better Communications	1. Prepare email newsletters quarterly with upcoming events, local business highlights and good news.	Include this task in one admin's job description "Communications"
	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.	One admin has "Communications" role
	4. Develop social media accounts for available platforms.	NOTE: Add implementing Code Red to this goal One admin has "Communications" role
Goal ED-2: Support Economic and Business Development	1. Prioritize downtown revitalization by identifying and addressing any policy, zoning or economic barriers	Town planner and Council (currently updating the Official Plan)
	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.	Staff utilizing their services (eg help with grants) Make local businesses aware of their services
	3. Explore economic opportunities the Township could pursue through partnerships and collaborations.	Tourism? Events? Joint building ventures? (such as affordable housing)
	4. Maintain a current list of businesses in the Township and promote regional business opportunities.	Presently updating list of businesses. ACED promotes opportunities.
	5. Promote and engage local businesses in creative ways, such as sponsorship of an event.	Business incubator space? Talk to rec re: sponsoring at Summer Fest
Goal ED-3: Proactively Improve Municipal Investment Readiness	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.	Joined ACED which promotes economic development in our area.
	2. Review the development potential of municipally owned lands (current and future) and take appropriate measures to ensure that municipal goals are met within any lease/purchase opportunities.	Staff has reviewed municipally owned lands.

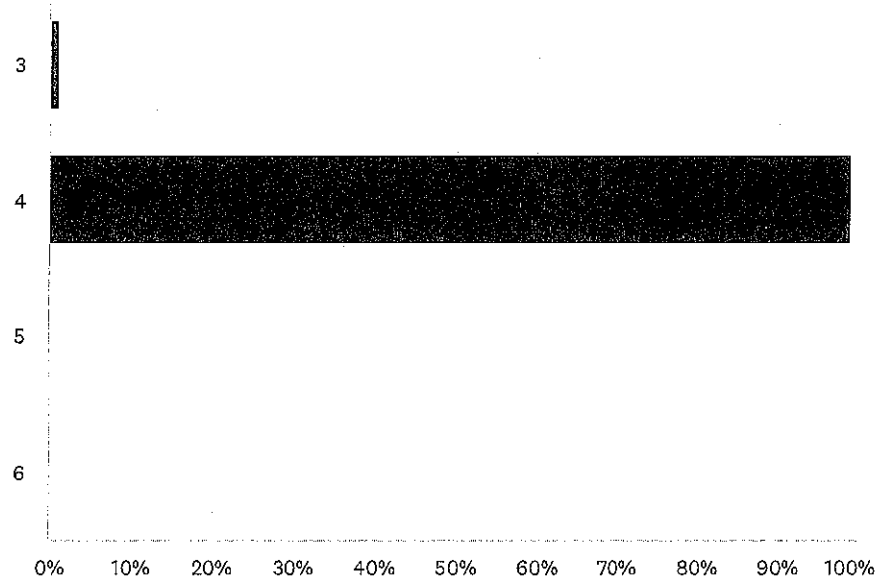
	3. Undertake a downtown assessment initiative with the settlement of Sprucedale that identifies areas of improvement, service/infrastructure gaps, and other considerations that will increase development attractiveness and quality of life.	Council will have to hire a consultant to complete this project.
	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.	Staff and council to continue to advocate.

Health Living and Wellness:

Strategic Priority:	Action:	Status:
Goal HL-1: Provide Active Living Opportunities To All Ages	1. Maintain financial support to the Recreation Committee for delivery of community events.	In the budget
	2. Encourage growth and availability of youth sports programs.	Determine types of programs & find volunteers. New intern will help with this.
	3. Maintain partnership with East Parry Sound Community Support Services to provide senior programming and socializing opportunities.	2nd Tues of the month – Seniors' Lunch Every Wed – "Stay on your feet" exercise class (Include flyer for these as evidence)
	4. Create an annual Healthy Living Fair and guest speaker opportunities in collaboration with health services.	Volunteers? Who is passionate about this? Collaborate with other twps or AH Health Council
Goal HL-2: Improve Healthcare Services and Opportunities for Residents	1. Enhance partnerships with healthcare services (ie. Providing space for clinics or information).	Where? Community Centre? Potential wellness centre?
	2. Maintain involvement with, and support of, Almaguin Highlands Health Council.	Rep on Council; support resolutions and funding
	3. Provide space for wellness opportunities in the community.	Where? Potential wellness centre?
	4. Take advantage of provincial funding to improve local healthcare services.	Looking into grants with NOHFC
Goal HL-3: Expand Township Events with Volunteer Recruitment, Retention and Recognition	1. Actively invite community members to volunteer in an area of interest.	Maintain volunteer lists
	2. Access ACED's Community Grand Reopen (GRO) program resources to create a volunteer manual, role descriptions and post advertisements on website.	Talk to ACED about this
	3. Celebrate Volunteer Appreciation Week annually in April.	New intern will coordinate this project.

Q1 Human Verification Question: What is FIVE + 2 minus 3?

Answered: 94 Skipped: 1



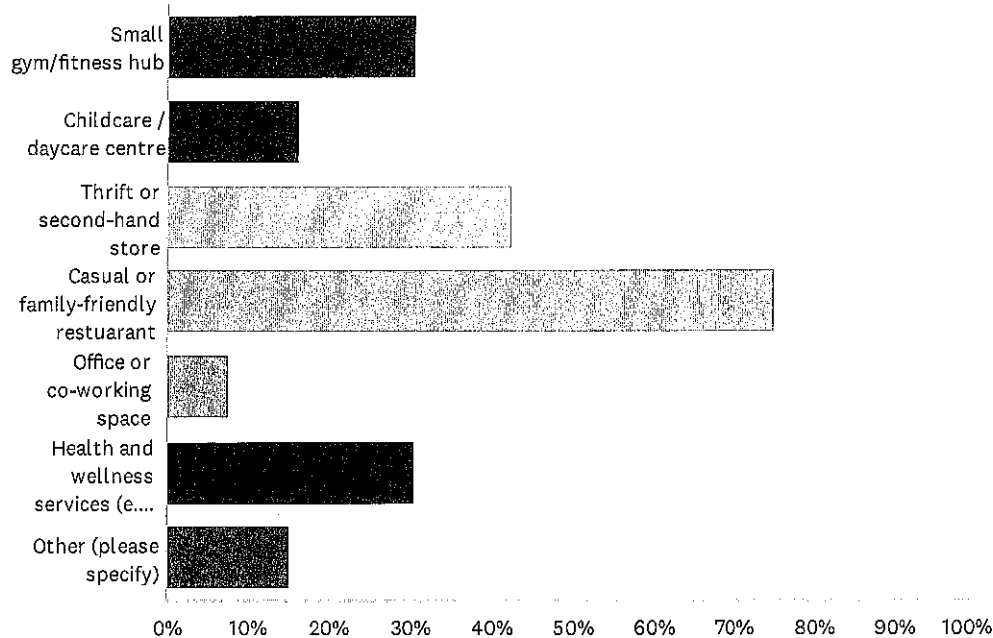
ANSWER CHOICES

RESPONSES

3	1.06%	1
4	98.94%	93
5	0.00%	0
6	0.00%	0
TOTAL		94

Q2 What types of businesses would you like to see or support in town? (Select all that apply)

Answered: 92 Skipped: 3



ANSWER CHOICES

RESPONSES

Small gym/fitness hub	30.43%	28
Childcare / daycare centre	16.30%	15
Thrift or second-hand store	42.39%	39
Casual or family-friendly restaurant	75.00%	69
Office or co-working space	7.61%	7
Health and wellness services (e.g. massage, mental health, physio)	30.43%	28
Other (please specify)	15.22%	14

Total Respondents: 92

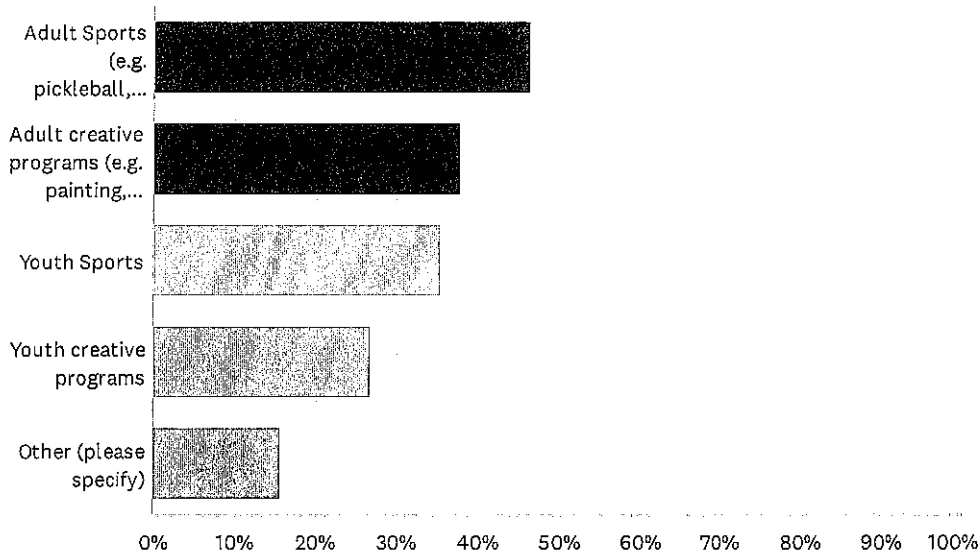
#	OTHER (PLEASE SPECIFY)	DATE
1	Laundromat	8/13/2025 1:22 PM
2	Recycle hub.	8/7/2025 11:40 PM
3	Restaurant/pub not a bar	8/5/2025 7:44 PM
4	Think a summer day camp and PA day camp. You have a beautiful community center that could be used for it with the playground and sports field right there.	7/29/2025 4:41 PM
5	Bar/Entertainment venue (like the old hotel)	7/28/2025 1:13 PM

Help Shape the Future of McMurrich-Monteith

6	Small business	7/20/2025 8:54 AM
7	Senior Centre	7/19/2025 3:52 PM
8	Artisan bakery	7/19/2025 12:03 AM
9	Not a business but always thought it would be neat to have a biking dirt pump track for the kiddos	7/18/2025 7:16 PM
10	The township does not have the capacity to be a "business incubator" nor a landlord to support business. There are other organizations for that. Stick to the basic functions of what is needed in the township such a minimizing the multiple inefficiencies in various departments that you have now.	7/18/2025 4:11 PM
11	NP for those without a doctor	7/18/2025 9:54 AM
12	PSW/Homecare nurse Center for Sprucedale and area	7/18/2025 8:00 AM
13	Non denominational coffee shop/cafe that pays business taxes	7/18/2025 7:39 AM
14	This could have been done with the existing community center or land around it tho	7/17/2025 5:29 PM

Q3 What types of programs would you or members of your household participate in? (Feel free to fill in more than one)

Answered: 82 Skipped: 13



ANSWER CHOICES

RESPONSES

Adult Sports (e.g. pickleball, yoga, ball hockey, etc.)	46.34%	38
Adult creative programs (e.g. painting, crafts, writing, etc.)	37.80%	31
Youth Sports	35.37%	29
Youth creative programs	26.83%	22
Other (please specify)	15.85%	13

Total Respondents: 82

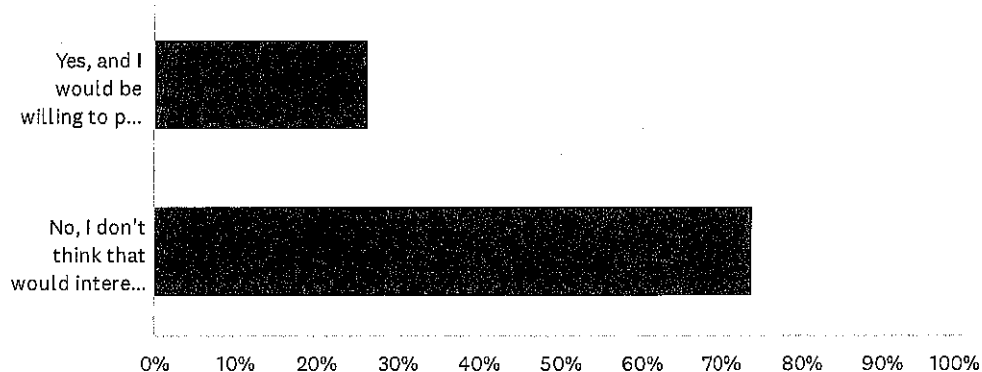
#	OTHER (PLEASE SPECIFY)	DATE
1	seasonal events	8/13/2025 1:22 PM
2	line dancing	8/13/2025 1:20 PM
3	Chess club	8/7/2025 11:41 PM
4	Guest speakers/lecturers	7/29/2025 4:34 PM
5	Probably none of the above.	7/28/2025 1:14 PM
6	live music	7/24/2025 1:57 PM
7	Nature walks	7/20/2025 8:29 PM
8	Kids programs	7/19/2025 12:03 AM
9	Programs for the elderly/disabled	7/18/2025 9:56 AM
10	Employment counselling, foraging, food preservation, adult coffee/tea night	7/18/2025 8:05 AM

Help Shape the Future of McMurrich-Monteith

11	This township should focus on municipal responsibility	7/18/2025 7:41 AM
12	weightlifting or gym	7/18/2025 6:31 AM
13	Indoor pool, fitness area maybe pool darts	7/17/2025 5:31 PM

Q4 Would you be interested in participating in out-of-town events that would require organized/ day-trip transportation? (Suggestions in the past include: day trips to Burk's Falls Movie Theatre, trips to Muskoka or Parry Sound for boat cruises, etc.)

Answered: 88 Skipped: 7



ANSWER CHOICES

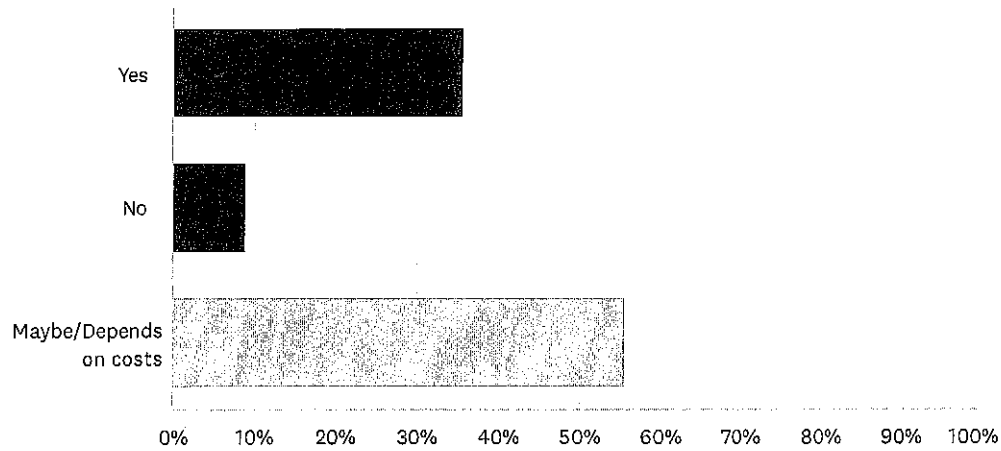
RESPONSES

Yes, and I would be willing to pay towards the transportation costs.	26.14%	23
No, I don't think that would interest me.	73.86%	65
TOTAL		88

#	IF YOU RESPONDED YES, PLEASE PROVIDE SOME SUGGESTIONS FOR OUT-OF-TOWN TRIPS YOU WOULD BE INTERESTED IN PARTICIPATING ON.	DATE
1	Bus Tours	8/20/2025 10:09 AM
2	Hutnsville, Parry Sound, Sundridge	8/13/2025 1:22 PM
3	casino, markets	8/13/2025 1:20 PM
4	Zoo or Live Theatre	8/11/2025 2:40 PM
5	Theatre, casino, boat cruises	8/1/2025 10:10 AM
6	I wouldn't but there are some SR that could use it.	7/29/2025 4:43 PM
7	Seasonal festivals, farmers markets	7/18/2025 8:05 AM
8	Fall Fairs in other towns. Bracebridge for instance.	7/18/2025 6:31 AM
9	Toronto or Montreal weekend get aways	7/18/2025 5:50 AM
10	It would depend on my work/availability schedule	7/18/2025 12:01 AM

Q5 Would you be willing to pay a reasonable fee for other programs?

Answered: 90 Skipped: 5



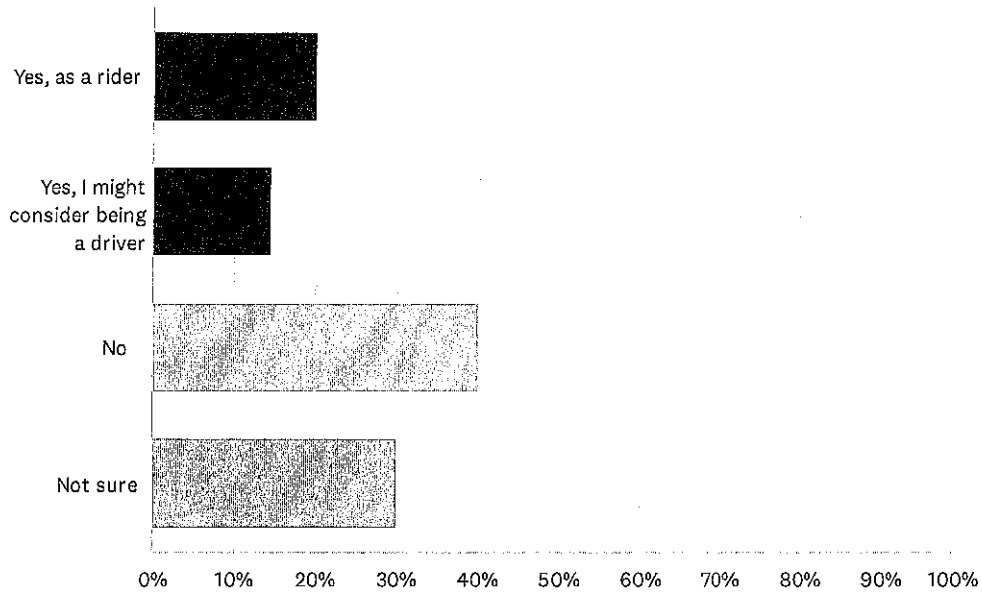
ANSWER CHOICES

RESPONSES

Yes	35.56%	32
No	8.89%	8
Maybe/Depends on costs	55.56%	50
TOTAL		90

Q6 Would you be interested in a local rideshare service (like a community version of Uber)?

Answered: 90 Skipped: 5



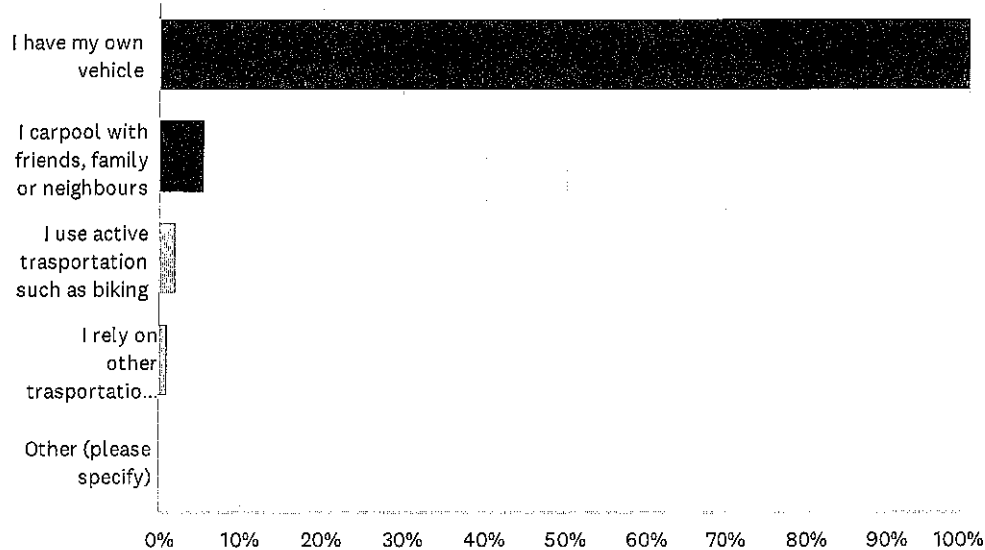
ANSWER CHOICES

RESPONSES

Yes, as a rider	20.00%	18
Yes, I might consider being a driver	14.44%	13
No	40.00%	36
Not sure	30.00%	27
Total Respondents: 90		

Q7 How do you currently get around? (Select all that apply)

Answered: 90 Skipped: 5



ANSWER CHOICES

RESPONSES

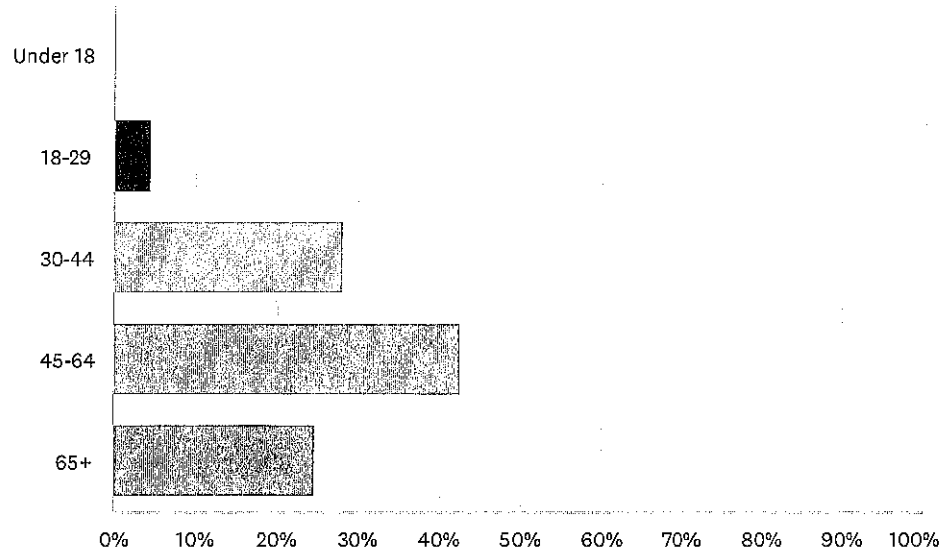
I have my own vehicle	100.00%	90
I carpool with friends, family or neighbours	5.56%	5
I use active transportation such as biking	2.22%	2
I rely on other transportation services such as local taxis or the East Parry Sound Community Support Services transportation program.	1.11%	1
Other (please specify)	0.00%	0

Total Respondents: 90

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q8 Please select your age category:

Answered: 89 Skipped: 6



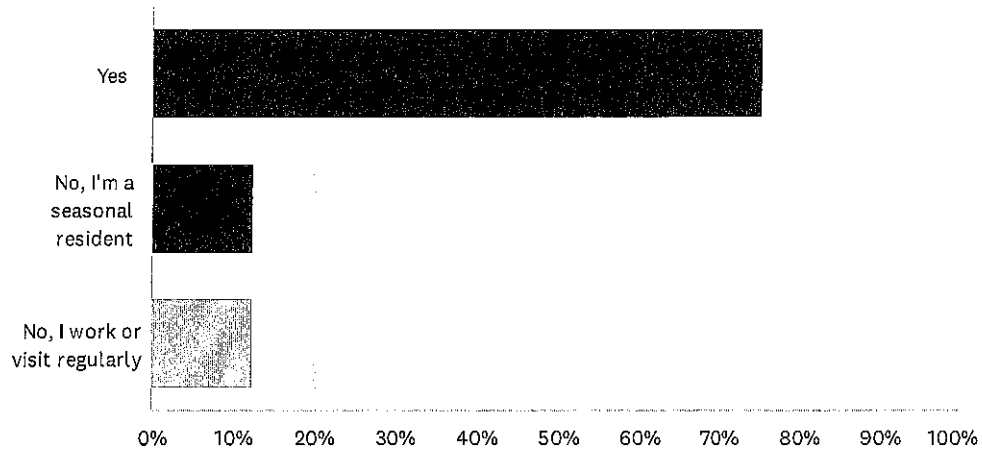
ANSWER CHOICES

RESPONSES

Under 18	0.00%	0
18-29	4.49%	4
30-44	28.09%	25
45-64	42.70%	38
65+	24.72%	22
TOTAL		89

Q9 Do you live in McMurrich/Monteith full-time?

Answered: 89 Skipped: 6



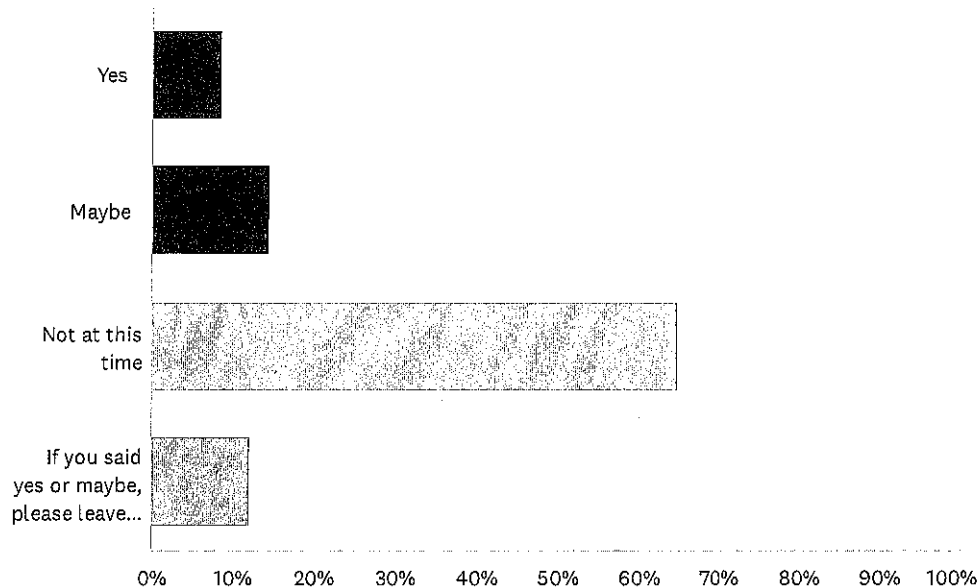
ANSWER CHOICES

RESPONSES

Yes	75.28%	67
No, I'm a seasonal resident	12.36%	11
No, I work or visit regularly	12.36%	11
TOTAL		89

Q10 Would you be interested in volunteering for local events, planning, or programs?

Answered: 83 Skipped: 12



ANSWER CHOICES

ANSWER CHOICES	RESPONSES	
Yes	8.43%	7
Maybe	14.46%	12
Not at this time	65.06%	54
If you said yes or maybe, please leave your contact information (name and email or phone number).	12.05%	10
TOTAL		83

#	IF YOU SAID YES OR MAYBE, PLEASE LEAVE YOUR CONTACT INFORMATION (NAME AND EMAIL OR PHONE NUMBER).	DATE
1	7271	8/13/2025 1:21 PM
2	I jump in when I can.	7/29/2025 4:49 PM
3	Already involved thanks	7/29/2025 4:35 PM
4	w	7/28/2025 7:23 PM
5	a	7/18/2025 9:55 PM
6		7/18/2025 9:37 AM
7		7/18/2025 12:03 AM
8	Already a volunteer	7/17/2025 8:05 PM
9	Registered with the rec committee	7/17/2025 5:55 PM
10	Tried that before but new ideas were problematic and ignored	7/17/2025 5:40 PM

Q11 Thank you for your feedback! Your input is essential to building a vibrant, inclusive and thriving community. If there are any other comments, questions or ideas, please feel free to share in the comment box below.

Answered: 26 Skipped: 69

#	RESPONSES	DATE
1	Williams Rd - A walk thru time 3 time lines of historical people/buildings indigenous settler recent	8/13/2025 1:24 PM
2	With regards to the live music and the beer tent. It would be nice to see them located within the gated area so they would have an audience	8/11/2025 2:42 PM
3	Keep up the good work!	8/7/2025 9:01 PM
4	Sell newly purchased property. We have unutilized C.Centre	8/6/2025 12:33 PM
5	Just hoping they don't try to create too many houses/community style development on Fern Glen Rd and Round Lake !!	8/5/2025 7:49 PM
6	I would love to come work in the town I live in, but there are no opening spots at this time. I see lots of potential in this community. I have ten year experience working in the municipal world and two terms on council. I see growth coming to this place and can't wait to see it unfold. Keep up the great work office and Road staff.	7/29/2025 4:49 PM
7	Think shopping centre, get anchor other than Kirks Gas Station. Grocery store/restaurant in a new building removes it from Nippissing Rd era	7/29/2025 1:43 PM
8	I love this community, it would be nice to see more community interactions. I love the summer and winter festivals, I like volunteering for things that help the community. It would be awesome if the hotel could open up again as well as a local restaurant that is geared towards the locals that can afford it. We do not live in a wealthy area and with all the rising costs it would be nice to see some concerts at the Community center, things that will also bring the younger families, young people in as well.	7/28/2025 7:23 PM
9	As a seasonal resident of the area for close to 50 years, I have seen many changes in the town. I remember when there were certainly more businesses in the town. If any town is going to survive it needs the right people to lead and govern with a bright future and good vision. This survey is a good first step.	7/27/2025 8:35 PM
10	Slow the speeding down. Community safety zone more police presence	7/27/2025 7:43 AM
11	Although the idea behind purchasing this is with good intentions, I also think that we have a couple other spaces, including the community centre where we could run these exact programs. For example, I believe the community centre is a great place which is grossly under utilized. May have been better to try more of these programs out of that building first, before spending \$100,000 of our tax dollars on a new lot that isn't necessarily needed at the moment. Health Hub could easily be run out of there once or twice a week as well as other "pop-up" services. I love the ideas but don't think a new space is necessary.	7/24/2025 2:01 PM
12	More updates from the works dept and what they are up to.	7/20/2025 8:32 PM
13	Whatever our township decides to do, it must have the residents on board to accept not only the direction the township takes, but also the cost of implementing the program or building needed to house the initiative.	7/20/2025 4:04 PM
14	This township does not encourage or support local programs or events that all can participate in. eg senior programs, kids sports etc. They fail to look at the local demographics and realize that most families in this area can't afford to attend a festival with a \$10 admission. It is only with the generosity of the East-Parry Sound community services, that the seniors can have an exercise and luncheon program. Purchases of property take priority over the condition of our	7/20/2025 9:25 AM