

Strategic Focus: Infrastructure

Strategic Objective: To enhance the critical infrastructure in the Township's settlement areas.			
Actions	Department(s)	Timeline	Progress/Comments
Provide safe potable water to the residents of Maxville.	Public Works	Winter 2021	Nearly half of the residents are hooked up to the system. Staff are following up with those yet to begin the connection process.
Upgrade the wastewater treatment system in the Town of Alexandria to improve the process of removing toxins and meeting the Ministry of the Environment specifications and regulations.	Public Works	Contingent on Funding	ECA has been approved. Report to come to Committee of the Whole in April regarding next steps.

Strategic Objective: Improve the quality of Township's road network.			
Actions	Department(s)	Timeline	Progress/Comments
Provide a cost benefit analysis of road types for each Township road.	Public Works	Spring 2021	Information to be gathered in April and study to be completed by June of 2021.

Strategic Objective: Divert heavy truck traffic from County and Township roads.			
Actions	Department(s)	Timeline	Progress/Comments
Develop a plan in collaboration with the County to redesign specific roads for diverting heavy truck traffic.	Public Works	Ongoing	Council has endorsed the Main Street project. The County is now looking for public comment. The preliminary design includes initiatives to remove overhead utilities and redesign of main street.

Strategic Focus: Assets

Strategic Objective: Optimize the service and costs of the waste management practices in the Township.			
Actions	Department(s)	Timeline	Progress/Comments
Conduct a cost benefit analysis for the RARE plant.	Public Works	Spring 2021	This project is on hold. Presentation of Phase 1 and 2 Study Findings from the Regional Waste Management Study are being presented March 25.
Review the curbside collection program for the feasibility and costs savings by collecting the garbage internally or contracting the services to a private company	Public Works	Spring 2021	This project is on hold. Presentation of Phase 1 and 2 Study Findings from the Regional Waste Management Study are being presented March 25.

Strategic Objective: Maximize taxation revenue and good land usage practices for municipally owned land.			
Actions	Department(s)	Timeline	Progress/Comments
Create a list of all municipally owned land and properties. Evaluate each of the properties for municipal use vs land sale or development. Present the report and recommendations to Council for approval.	Clerk's Department/ Planning Department	Spring 2021	This will be done in conjunction with the Development and Marketing Strategy. Will be reviewed/evaluated in the next few months. The GIS Technician completed a list of vacant lands that may have potential for development in Alexandria and Maxville. This includes a list of lands with a map highlighting the properties.

Strategic Objective: Ensure Township facilities used in an efficient manner.			
Actions	Department(s)	Timeline	Progress/Comments
Maximize the use of recreation facilities by identifying opportunities and gaps in current usage of facility times.	Community Services	Ongoing	Facilities were progressively reopened and programming reinstated following Provincial and Public Health COVID-19 Directives. Ice users were amalgamated at the Glengarry Sports Palace The Maxville arena slab was temporarily converted into a multi-sports pad

Strategic Objective: To promote and encourage environmental stewardship in the Township.			
Actions	Department(s)	Timeline	Progress/Comments
Create a Tree Canopy by-law and permitting system.	Planning	Winter 2021	The Planning Department held meetings with the Glengarry Federation of Agriculture and the Conservation Authorities. Two meetings were held with Council to review the DRAFT by-law with Council and agree on changes. Next steps include amending the draft by-law with the discussed changes, circulating it to Council for a review, and scheduling a second set of public consultation meetings, in person.
Investigate ways to increase the waste diversion rate.	Public Works	Spring 2021	This project is on hold. The County, in partnership with all local municipalities, has initiated a study to find efficiencies related to solid waste management, County-wide

Strategic Focus: Services

Strategic Objective: Ensure the Township is ready for business development and residential growth.

Actions	Department(s)	Timeline	Progress/Comments
Develop a plan to attract development across all demographics in Maxville and Alexandria following the completion of the infrastructure projects.	Economic Development/ Planning/ Building	Complete	Development and Marketing Strategy adopted by Council on October 26, 2020. The Committee will be presenting information on next steps at the November Community of the Whole.
Continue to be an active partner in the Eastern Ontario Regional Network advocating for improved broadband and cell gap coverage.	Economic Development/ CAO	Ongoing	Council endorsed EORN's proposal for the Ultra-Fast Gig Internet Project
Showcase the Township's readiness for industrial and commercial business through a marketing plan.	Economic Development	Complete	Development and Marketing Coordinator has been hired and is working on the initiatives in the Marketing and Development Plan.

Strategic Objective: Timely and relevant communications in the appropriate medium in a predictable and understandable way.

Actions	Department(s)	Timeline	Progress/Comments
Develop a communications plan to improve communications with	Economic Development/	Complete	Presented to Council at May 20, 2020 Committee of the Whole

Strategic Objective: Establish a strong corporate environment of customer service.

Actions	Department(s)	Timeline	Progress/Comments
Provide training to all departments on excellence in customer service	All Departments	Ongoing	Staff are working on new policies, as well as a training plan.

Strategic Objective: To be corporately responsible by ensuring the Township has the proper polices.

Actions	Department(s)	Timeline	Progress/Comments
Complete a development charges feasibility study.	Building/ Planning	Spring 2021	Request for Proposal to be issued this month.
Review current by-laws for enforcement.	Building/ By-law	Spring 2021	Clean Yards By-law and Livestock By-law have been passed by Council. A new Civic Number By-law was just passed and now working on Set Fines and Fees and Charges By-law updates. Animal Control By-law, Garage Sale By-law, property Standards By-law and Sign By-law are the next By-law to be reviewed or redone.