

St.-Charles Short Term Implementation Plan

Council Report Summary

Report Date: July 16, 2025

Document: St.-Charles Short Term Implementation Plan

Executive Summary

The St.-Charles Short Term Implementation Plan represents a comprehensive strategic roadmap encompassing **104 actionable items** across **25 key development areas**. This ambitious plan demonstrates the municipality's commitment to sustainable growth, community development, and enhanced quality of life for residents.

Key Highlights:

- **96% of items** are in "To Do" status, indicating strong planning phase completion and readiness for implementation
 - **Strategic timeline** spans Q3 2025 through Q4 2026 (18 months)
 - **Diversified funding approach** with multiple government and internal funding sources identified
 - **Clear accountability structure** with defined lead responsibilities across three key roles
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Implementation Status Overview

Current Status Distribution

- **To Do:** 100 items (96%)
- **Working on it:** 1 item (1%)
- **Ongoing:** 3 items (3%)

The high concentration of "To Do" items indicates that detailed planning has been completed, and the municipality is positioned to begin active implementation across multiple fronts.

Timeline Distribution

- **Q3 2025:** 14 items (13%) - Immediate priorities
 - **Q4 2025:** 13 items (13%) - Short-term goals
 - **Q1 2026:** 32 items (31%) - Primary implementation phase
 - **Q2 2026:** 19 items (18%) - Mid-term deliverables
 - **Q3 2026:** 20 items (19%) - Advanced initiatives
 - **Q4 2026:** 6 items (6%) - Long-term objectives
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Strategic Priority Areas

1. Economic Development (29 items)

Focused on diversifying the local economy through:

- **Small Business Development & Growth** (9 items)
- **Tourism Development Strategy** (14 items)
- **Agri-Tourism Expansion** (4 items)
- **Industrial/Commercial Development Opportunities** (2 items)

2. Infrastructure & Services (27 items)

Critical infrastructure improvements including:

- **Water Access Development** (7 items)
- **Road Improvement Plan** (4 items)
- **Infrastructure Mapping & Assessment** (4 items)
- **Housing Diversity** (5 items)
- **Internet & Cellular Coverage** (2 items)
- **Community Health Services Expansion** (2 items)
- **Educational and Childcare Improvement** (4 items)

3. Community Programs & Recreation (33 items)

Enhancing quality of life through:

- **Multi-Season Recreation Programming** (6 items)
- **Arena Revitalization** (6 items)
- **Outdoor Recreation Development** (5 items)
- **Community Events & Participation** (4 items)
- **Youth Programming** (14 items across multiple categories)
- **Cultural Celebration Series** (5 items)

4. Social Development (21 items)

Building community capacity via:

- **Newcomer Welcome Program & Initiatives** (7 items)
- **Volunteer Development Strategy** (7 items)
- **Senior Support Network** (3 items)
- **Intergenerational Programming** (4 items)

5. Funding & Capacity Building (4 items)

Securing financial resources through targeted applications to OTF, RED, FedNor, NOHFC, and other funding bodies.

Resource Allocation & Leadership

Lead Responsibility Distribution

- **Community Development Officer:** 55 items (53%)
- **Community Programming Coordinator:** 28 items (27%)
- **CEO:** 21 items (20%)

Important Note: Both Community Development Officer (CDO) and Community Programming Coordinator (CPC) are new positions. It is recommended that funding through the RED program be allocated for a contract position for the CDO. Internship funding or funding through Ontario Trillium Foundation could be considered for the CPC. The CEO is responsible for allocating and delegating additional tasks to the appropriate departments and staff members as best fit. The current staffing complement does not have capacity to take on the implementation of the deliverables in the plan.

This distribution demonstrates appropriate delegation with the Community Development Officer carrying the largest portfolio, reflecting their specialized expertise in implementation.

Funding Strategy

The plan identifies multiple funding sources including:

- **NOHFC** (Northern Ontario Heritage Fund Corporation)
 - **OTF** (Ontario Trillium Foundation)
 - **RED/FedNor** (Economic diversification programs)
 - **Internal** municipal resources
 - Various specialized funding programs
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Critical Success Factors

Immediate Priorities (Q3 2025)

1. **Funding Applications** - Secure critical funding commitments (OTF Seed deadline August 20, 2025; RED deadline September 24, 2025)
2. **Housing Development Meetings** - Engage developers and senior staff on housing opportunities
3. **Infrastructure Assessment** - Begin water access and road improvement planning

Implementation Risks & Considerations

1. **Resource Capacity:** High volume of concurrent initiatives may strain municipal capacity
 2. **Funding Dependencies:** Many initiatives contingent on successful grant applications
 3. **Timeline Coordination:** Q1 2026 represents peak implementation period requiring careful project management
 4. **Community Engagement:** Success depends on active community participation across multiple programs
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Deliverable Notes Integration

The accompanying "Deliverable notes" sheet provides detailed implementation guidance for key initiatives, including:

- **Public Education Sessions** with specific workshop topics (land severance, home-based business development, funding access)
 - **Housing Development Strategy** addressing road infrastructure challenges and development barriers
 - **Communication Protocols** for consistent resident and business engagement
 - **Partnership Development** with third-party planners and service providers
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Recommendations for Council

Immediate Actions Required

1. **Approve funding application submissions** for Q3 2025 deadlines
2. **Authorize new position funding** for Community Development Officer (through RED program) and Community Programming Coordinator (through internship or OTF funding)
3. **Confirm current staff capacity limitations** and develop delegation framework for CEO-led initiatives
4. **Establish project management framework** to coordinate 104 concurrent initiatives
5. **Authorize preliminary budget allocations** for internal funding requirements

Strategic Considerations

1. **Phased Implementation:** Consider staggering Q1 2026 initiatives to ensure quality delivery
2. **Community Consultation:** Schedule public engagement sessions to build support for major initiatives
3. **Performance Monitoring:** Establish regular reporting milestones to track progress
4. **Partnership Development:** Leverage external partnerships to supplement municipal capacity

Risk Mitigation

1. **Staffing Capacity:** Prioritize securing CDO and CPC positions before commencing implementation
 2. **Contingency Planning:** Develop alternative timelines for funding-dependent initiatives
 3. **Capacity Building:** Current municipal staff complement cannot accommodate plan implementation without new positions
 4. **Communication Strategy:** Maintain transparent community communication about progress and challenges
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Conclusion

The St.-Charles Short Term Implementation Plan represents a comprehensive and well-structured approach to community development. With 104 actionable items strategically distributed across 25 priority areas, the plan demonstrates thorough planning and realistic resource allocation. Success will depend on securing identified funding sources, maintaining community engagement, and executing effective project management across multiple concurrent initiatives.

The plan positions St.-Charles for significant advancement in economic development, infrastructure improvement, and community programming over the next 18 months, establishing a strong foundation for long-term municipal growth and resident satisfaction.

Next Steps: Council approval and authorization to proceed with immediate Q3 2025 priorities, particularly funding applications with approaching deadlines.