



Strategic Plan  
2015 – 2018

Adopted by Council on July 14, 2015

### **Community Profile:**

As prescribed by the Ministry of Municipal Affairs and Housing Order made under Section 25.2 of the Municipal Act dated July 4, 1997 and being effective January 1<sup>st</sup>, 1998, the Corporation of the Township of Galway-Cavendish amalgamated with the Corporation of the Township of Harvey to become The Corporation of the Township of Galway-Cavendish and Harvey.

On February 19, 2013, Council passed a by-law to rename the Township of Galway-Cavendish and Harvey to the Municipality of Trent Lakes.

### **Geography, Environment, Population**

The Municipality of Trent Lakes is located in the north-west corner of Peterborough County. The Municipality has a permanent population of 5,110 and it is 860.26 square kilometres in size. The Municipality has approximately 300 kms of roads to maintain.

### **Municipal Government and Services**

The Municipality is governed by an elected Council consisting of five members, a Mayor, Deputy Mayor, Councillor at Large, Galway-Cavendish Ward Councillor and Harvey Ward Councillor, currently serving a four year term. The Mayor, Deputy Mayor and Councillor at Large are elected at large and there is one Ward Councillor for Galway-Cavendish and one Ward Councillor for Harvey.

The Term of Council is from December 2014 to November 2018.

The Municipality follows the rules and regulations set out by the Provincial Government in the Municipal Act and other Provincial Acts.

The Municipality of Trent Lakes is in a two tier system. The County of Peterborough is the upper tier. The Mayor and Deputy Mayor sit on County Council. The County has a weighted voting system and the Mayor has 2 votes and the Deputy Mayor has 1 vote.

## Municipality of Trent Lakes Strategic Plan

### Demographics

According to Statistics Canada the 2011 Census of Population for the Municipality of Trent Lakes was as follows:

<b>AGE</b>	<b>TOTAL</b>	<b>MALE</b>	<b>FEMALE</b>
0 – 14	550	280	270
15 – 19	235	125	110
20 – 29	365	215	150
30 – 39	335	155	180
40 – 49	690	350	340
50 – 59	1005	485	520
60 – 69	1140	600	540
70 – 79	580	300	280
80 – 84	140	75	65
85 +	70	40	30
<b>TOTAL</b>	<b>5110</b>	<b>2625</b>	<b>2485</b>

The Municipality provides the following services:

<p><b>General Government</b></p> <ul style="list-style-type: none"> <li>• Council</li> <li>• Administration</li> <li>• Finance</li> <li>• Human Resources</li> <li>• Information Technology</li> <li>• Legal</li> <li>• Cemeteries</li> <li>• Economic Development</li> <li>• Health Centres</li> </ul>	<p><b>Planning and Building</b></p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Building</li> <li>• Property Standards</li> <li>• Animal Control</li> <li>• Protective Services</li> <li>• Conservation</li> <li>• Shoreline Purchases</li> <li>• Source Water Protection</li> </ul>
<p><b>Public Works Services</b></p> <ul style="list-style-type: none"> <li>• Solid Waste Management</li> <li>• Municipal Drinking Water</li> <li>• Non-Residential Drinking Water</li> <li>• Roads</li> <li>• Bridges</li> <li>• Culverts</li> <li>• Parks</li> <li>• Community Centres</li> </ul>	<p><b>Fire Protection</b></p> <ul style="list-style-type: none"> <li>• Fire Protection and Prevention</li> <li>• Medical First Response</li> <li>• Emergency Management</li> <li>• 9-1-1 System</li> </ul>

## Municipality of Trent Lakes Strategic Plan

On February 11, 2015, Council and senior management reviewed the 2014 – 2018 Strategic Plan in order to ensure the strategic direction contained in the Plan met the strategic vision of the new Council elected on October 27, 2014. The strategic planning session was facilitated by a consultant who has retired from the Ministry of Municipal Affairs and Housing. The Municipality's strengths, weaknesses, opportunity and threats, were reviewed, as well as the priorities in the previous plan. Council and senior management developed a "wish list". After reviewing the wish list each member was provided an opportunity to select their priorities for the term of Council.

Council decided to keep the previously adopted vision statement listed below:

***"Building on our superlative natural assets of land and water, and in a sustainable manner, develop a community that reflects the needs for both permanent and seasonal residents, provides a safe and enjoyable quality of life and provides economic opportunities."***

Council also decided to keep the previously adopted mission statement listed below:

***"Consistent with our corporate vision and values and in line with the mandate provided in the Municipal Act, provide efficient governance of the Corporation in a manner which effectively represents the public, appropriately oversees administrative practices, procedures, programs and services, and maintains the municipality's financial integrity."***

## SWOT Analysis

The session began with the identification and review of the strengths, weaknesses, opportunities and threats for the Municipality as a whole.

### Strengths

- Good tax base
- Great location
- Financially sustainable/good reserves
- Proximity to GTA & population
- Sense of community
- Infrastructure is solid (roads)
- Medical Centre/schools/community centres
- Library
- Volunteer base
- Large amount of crown land
- Access to Trent University and Fleming College
- Limestone deposits
- Increased internet access (broadband)
- Tourism infrastructure
- Trent system
- Fire Department
- Municipal staff
- Dependable roads department
- Cultural events
- Parks – in progress
- Fresh water
- Diversity
- Kawartha Highlands Signature Provincial Park
- Safe community
- Pristine lakes that offer recreations opportunities

### Weaknesses

- Lack of water and sewer services
- Places to grow legislation
- Large geographical area – remoteness
- No grocery stores
- Only one service station
- Lack of Public Transportation
- Lack of accommodation for seniors (assisted)
- Only one motel/tourist stop
- Recruitment and retention (Fire department)
- Quarries - limestone deposits
- Communication with ratepayers

## Municipality of Trent Lakes Strategic Plan

- Crown lands
- Roads system/network
- No Provincial roads
- Unique areas
- Bedroom community
- Needs, desires and wants different within the municipality
- Slow population growth (no young families)
- No financial institutions
- Internet access gaps
- Cell phone access gaps
- Lack of commercially zoned build ready land

### Opportunities

- Internet accessibility – business opportunities
- Energy conservation
- Quarries
- Land availability
- Industrial lands available
- Community Improvement Plan in the works
- Multicultural openness/immigrant attraction
- Good Senior base
- Solar installations on municipal property
- Interpretive centre for Kawartha Highlands Signature Park
- Encourage young families this is a great place to live

### Threats

- Quarries
- Legislation/Regulations
- Senior government funding
- Climate change – fire potential/roads
- Increase cost of hydro and propane
- Graphite mine
- Aging population
- Cost of OPP services
- Cost of infrastructure/capital needs
- Potential global changes
- Aging dams and water systems
- Impact of future management of waterways and dams
- Aging infrastructure
- Increased litigation

After the SWOT analysis the group reviewed the increasing and decreasing pressures for the municipality as a whole and as it impacts the various departments.

### **Increasing/Decreasing Pressures**

## Municipality of Trent Lakes Strategic Plan

Identification of the increasing and decreasing pressures on Council, Administration, Emergency Management, Building, Planning and By-law, Public Works, and, Waste Management are as follows:

### Decreasing Pressures – Council

- Parks – work has begun
- 2 medical centres completed
- Tourist information centre finished
- Continued work on accessibility requirements
- New waste policy

### Increasing Pressures –Council

- Park plan needs completing
- Accessibility
- Canada Post changes
- Quarries (Lobbying Policy needed)
- Communication with ratepayers
- Property standards
- Staffing – attraction/retention/compensation
- Cost of police services (Lobbying Policy needed)
- Police – false alarms
- Source Water Protection/liability

### Decreasing Pressure – Administration

- Low tax arrears
- Folder/stuffer
- IT
- Financial software

### Increasing Pressure - Administration

- Legislation and regulations (source water/accessibility/green energy)
- Asset Management
- Grant availability (lower)
- Reduction in senior government funding
- Council
- Communications – council/staff/ratepayers
- Canada Post
- Public expectations

## Municipality of Trent Lakes Strategic Plan

### Decreasing Pressure - Emergency Management

- Existing equipment is adequate
- Less structural fires
- Good Emergency Plan
- Building updates

### Increasing Pressure - Emergency Management

- Service levels increasing
- Equipment demands change
- Geographical challenges – private roads/lakes
- Training requirements
- Recruitment and retention of volunteers
- Medical calls
- 911 system
- Fire Hall relocation study

### Decreasing Pressure - Building, Planning and By-law

- Financially self-sufficient through fees (building)

### Increasing Pressure - Building, Planning and By-law

- Planning - Quarries
- Legislation changes – new PPS
- Source water protection
- Official Plan Review
- Zoning By-law
- Property Standards
- Septic inspections might be done in-house
- Public expectation
- Septic re-inspection program

### Decreasing Pressure - Public Works

- Good equipment
- OCWA looking after municipal water systems
- Roads needs study completed
- Culvert study completed

### Increasing Pressure - Public Works

- Increasing traffic volumes - maintenance costs
- Managing construction projects
- Public expectations
- Parking at Sandy Lake
- 2 works depots dated – lack of space/trucks outside/heating issues
- Development of new properties for parks



## Municipality of Trent Lakes Strategic Plan

### Decreasing Pressure - Waste Management

- Diversion rate improving
- Move to transfer stations

### Increasing Pressure - Waste Management

- Cost of transporting waste
- Landfill costs/monitoring
- Curbside collection demand

## Municipality of Trent Lakes Strategic Plan

Strategic Planning – January 28, 2014

### Wish List

Council and staff reviewed the 2014 “Wish List”. The items crossed off below were eliminated as being incorporated into the 2014 Strategic Plan, mandated by the Province or completely outside the realm of control of Council.

<del>Staying on task at Council meetings</del>
<del>Computer program identifying potential conflicts for new residential dwellings</del>
<del>Space issues for Public Works</del>
<del>Comprehensive plan for Sandy Lake beach including entry fee for non-residents and on site staffing</del>
<del>Better communication between municipality and the public</del>
<del>Fewer projects and complete them before we move on</del>
<del>Energy Plan completion</del>
<del>Meeting the level of service established by provincial regulations/legislation (Council established protocols)</del>
<del>Finish the Zoning By-law and start Official Plan Review</del>
<del>Enhanced/improved infrastructure investment</del>
<del>Increased royalty from crown land quarries</del>
<del>County Road 36 returned to a provincial highway through to Highway 7</del>
<del>Keeping up with staff work demands – transfer stations, parks, public works, etc.</del>
<del>Continued pressure on OPP respecting costing</del>
<del>Public transportation</del>
<del>Improved/increased staffing to meet demand</del>
<del>Municipal office need for additional storage</del>
<del>Replacing Fire Station 4 with new facility</del>
<del>Assess buildings for usage and accessibility</del>
<del>AODA training requirements</del>
<del>Compile list of design/build contractors for consultation and cost estimates prior to building</del>
<del>Roads and Fire to work together to reduce duplication</del>
<del>Community Improvement Plan to move forward</del>
<del>Improved Property Standards By-law</del>
<del>Investigate purchasing options</del>
<del>Continue with 911 address changes</del>
<del>Succession planning</del>
<del>Waste Management Review</del>
<del>EMS base relocation to Trent Lakes</del>
<del>Public Works Facilities/Depots</del>
<del>WSIB Training (required in 2014)</del>
<del>Mapping of parks/boat launches</del>
<del>Investigate additional boat dockage at Buckhorn</del>
<del>Continue rolling stock replacement program for equipment (fire)</del>

## Municipality of Trent Lakes Strategic Plan

Strategic Planning – February 11, 2015

### Wish List

Council and staff prepared the following “Wish List” for 2015 which included the outstanding 2014 items.

Comprehensive plan for Sandy Lake beach including entry fee for non-residents and on site staffing
Community Improvement Plan to move forward
Continue with 911 address changes
Succession planning
Research the purchase of land in Buckhorn
Organizational review.
Commercially zoned, ready to build on, small business properties
Solar powered installations
Ambassador program
Development of partnership with Ministry of Natural Resources and Forestry for the Kawartha Highlands Signature Park
Development of partnerships with other municipalities and First Nation Councils
Improve grant accessibility through the development of a strategy/protocol to improve the success rate
Review user fees and charges
Incorporate Official Plan into County Official Plan with the inclusion of a Secondary Plan
Review of Building and Planning fees
New Program Development and Improved Collection at Library

## Municipality of Trent Lakes Strategic Plan

Council and staff rated the priorities of the new 2015 Wish List and selected their top 5 priorities from the list. The higher number of points for an item indicates the higher priority for an item.

	Points
Comprehensive plan for Sandy Lake beach including entry fee for non-residents and on site staffing	2
Community Improvement Plan to move forward	3
Continue with 911 address changes	3
Succession planning	4
Research the purchase of land in Buckhorn	2
Organizational review	1
Commercially zoned, ready to build on, small business properties	6
Solar powered installations	3
Ambassador program	1
Development of partnership with Ministry of Natural Resources and Forestry for the Kawartha Highlands Signature Park	4
Development of partnerships with other municipalities and First Nation Councils	6
Improve grant accessibility through the development of a strategy/protocol to improve the success rate	6
Review user fees and charges	3
Incorporate Official Plan into County Official Plan with the inclusion of a Secondary Plan	6
Review of Building and Planning fees	2
New Program Development and Improved Collection at Library	2

The following were added at the Public Meeting on June 23, 2015 and were prioritized for inclusion by the public and Council during the meeting:

Shoreline Protection Program
Municipal Wide Septic Re-Inspection Program
Investigate the Purchase and Sale of Property to the Benefit of the Municipality
Cumulative Impact Study for Aggregates

Council directed staff to create a lobbying strategy as a more effective way to petition or seek changes from the Provincial Government.

**2014 - Items Carried Over**

**1. Finish the Zoning By-law and start the Official Plan Review**

<b>Responsibility</b>	Chief Building Official, Planning Technician C.A.O. and Council
<b>Resources</b>	C.A.O., Planning Technician, Professional Planner
<b>Timeframe</b>	Report to Council in March 2014 Zoning by-law passed in April 2014 – Appealed to OMB Resolution of Issues almost complete Proposed adoption June 2015
<b>Project Status</b>	In progress

**2. Replacing Fire Station 4 with new facility**

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Fire Chief, Deputy Fire Chief, Chief Building Official, Treasurer
<b>Timeframe</b>	Report to Council – June 2014 Preliminary Drawings - Sept 2014 Tender Award – May 2015 Construction – June 2015 Substantial Completion – Dec 2015
<b>Project Status</b>	In progress

**3. Waste Management Review**

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Public Works Superintendent, Clerk, Foreman, Public Works Administrative Assistant
<b>Timeframe</b>	RFP Award – April 2015 Project Commencement – May 2015 Completion – Dec 2015
<b>Project Status</b>	In progress

**2015**

**1. Commercially Zoned, Ready to Build on, Small Business Properties**

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Economic Development Committee, Planning Technician and Treasurer,
<b>Timeframe</b>	Review – Summer 2015 Report to Council – December 2015
<b>Project Status</b>	To be initiated

**2. Development of Partnerships with Other Municipalities and First Nations**

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Council, Clerk and Treasurer
<b>Timeframe</b>	First Tri-Council Meeting – February 2015 Second Tri-Council Meeting – July 2015 Continue meeting as needed
<b>Project Status</b>	In progress

**3. Improve the Grant Accessibility Through the Development of a Strategy/Protocol to Improve the Success Rate**

<b>Responsibility</b>	C.A.O.
<b>Resources</b>	C.A.O., Clerk, Treasurer, Public Works Superintendent
<b>Timeframe</b>	Review Summer 2015 Develop Strategy – Fall 2015
<b>Project Status</b>	To be initiated

**4. Incorporate Official Plan into County Official Plan With the Inclusion of a Secondary Plan**

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Manager of Building & Planning, Planning Technician,
<b>Timeframe</b>	To be started once Zoning By-law approved
<b>Project Status</b>	To be initiated

**5. Investigate the Purchase and Sale of Property to the Benefit of the Municipality**

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Treasurer
<b>Timeframe</b>	Review Summer 2015
<b>Project Status</b>	Ongoing

**6. Municipal Wide Mandatory Septic Re-Inspection Program**

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Treasurer
<b>Timeframe</b>	Meet with City/County Health Unit Summer 2015 Review Options and report to Council Fall 2015 Potential Implementation 2016
<b>Project Status</b>	In Progress

**2016**

**1. Succession Plan**

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Treasurer, Manager of Building & Planning, Clerk, Public Works Superintendent, Fire Chief
<b>Timeframe</b>	Review – Spring 2016 Report to Council – Fall 2016
<b>Project Status</b>	To be initiated

**2. Development of Partnership with MNR for the Kawartha Highlands Signature Site Park**

<b>Responsibility</b>	C.A.O., Public Works Superintendent and Council
<b>Resources</b>	C.A.O. and Public Works Superintendent
<b>Timeframe</b>	Preliminary Meeting – April 2015 Continuing Discussions – 2016 – 2019
<b>Project Status</b>	Ongoing

### 3. Cumulative Impact Study for Aggregates

<b>Responsibility</b>	Planning Technician, Clerk, Planning Consultant, Mining and Aggregate Advisory Committee and Council
<b>Resources</b>	Planning Technician and Planning Consultant
<b>Timeframe</b>	Preliminary Meeting – Spring 2016 Proposed Study Completion – Fall 2016 **NOTE: Timing may depend on the Official Plan Review and Changes**
<b>Project Status</b>	To be initiated.

### 4. Shoreline Protection Program

<b>Responsibility</b>	C.A.O., Economic Development Committee and Council
<b>Resources</b>	C.A.O. and Lake Alliance
<b>Timeframe</b>	Data Collection and Review – Fall 2015 Prepare information for distribution – Spring 2016 Distribute to Cottage Associations – Spring/Summer 2016
<b>Project Status</b>	To be initiated.

## 2017

### 1. Community Improvement Plan to Move Forward

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Economic Development Committee, Manager of Building & Planning, Planning Technician
<b>Timeframe</b>	2017 – 2019
<b>Project Status</b>	To be initiated based on recommendations in CIP

### 2. Continue with the 911 Address Changes

<b>Responsibility</b>	C.A.O., Fire Chief and Council
<b>Resources</b>	CAO, Fire Chief, Deputy Fire Chief, 911 Coordinator
<b>Timeframe</b>	2015 – 2019 Continue working with Canada Post to correct 911 Addressing until Entire Municipality Completed.
<b>Project Status</b>	In process



### 3. Solar Power Installations

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	CAO, Treasurer, Clerk and Manager of Building & Planning
<b>Timeframe</b>	2017
<b>Project Status</b>	To be initiated

### 4. Review of User Fees

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Clerk, Treasurer, Public Works Superintendent, Manager of Building & Planning Council
<b>Timeframe</b>	2017 and every 4 years thereafter
<b>Project Status</b>	To be initiated

## 2018

#### 1. Comprehensive Plan for Sandy Lake Beach Including Entry Fee for Non-Residents and On Site Staffing

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O., Treasurer and Manager of Building & Planning
<b>Timeframe</b>	Review 2018
<b>Project Status</b>	To be initiated

#### 2. Research the Purchase of Land in Buckhorn

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O, Economic Development Committee, Treasurer
<b>Timeframe</b>	2018
<b>Project Status</b>	To be initiated

#### 3. Review of Building and Planning Fees

<b>Responsibility</b>	C.A.O., Manager of Building & Planning and Council
<b>Resources</b>	C.A.O., Manager of Building & Planning, Planning Technician and Council
<b>Timeframe</b>	2018 and every 3 years thereafter
<b>Project Status</b>	To be initiated

**4. New Program Development and Improved Collection at Library**

<b>Responsibility</b>	C.E.O. and Library Board
<b>Resources</b>	C.E.O. and Library Board
<b>Timeframe</b>	2018
<b>Project Status</b>	To be initiated

**5. Organizational Review**

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O. and Council with a Consultant
<b>Timeframe</b>	2019
<b>Project Status</b>	To be initiated

**6. Ambassador Program for Economic Development**

<b>Responsibility</b>	C.A.O. and Council
<b>Resources</b>	C.A.O. and Economic Development Committee
<b>Timeframe</b>	Started in 2015 Completion 2019 at latest
<b>Project Status</b>	In progress