

Strategic Priorities & Initiatives Completed at November 16, 2010

Strategic Priorities

Employment Strategy	<ul style="list-style-type: none"> • Dedicated Economic Development Website
	<ul style="list-style-type: none"> • Official Plan Consolidation
	<ul style="list-style-type: none"> • Zoning By-law Consolidation <ul style="list-style-type: none"> - Policies to support home based business and promotion of features that support home based business - Availability of designated commercial lands in the Lakefield South Development area
	<ul style="list-style-type: none"> • Broadband Expansion – improve high speed availability throughout the Township
	<ul style="list-style-type: none"> • Investigating the potential of hosting Steps to Leadership Program locally in partnership with GPAEDC and the Rural Ontario Institute.
	<ul style="list-style-type: none"> • Work with GPA EDC and local businesses/property owners on existing/future initiatives <ul style="list-style-type: none"> - Regional Economic Development Officer's meetings - Site Selection inquiries - Regular meetings/updates with Vice President - BR&E Initiative - Business Advisory Centre - Further consideration of employment, commercial and industrial lands (Lakefield South/East and other areas, municipally owned lands)

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Seniors Plan	<ul style="list-style-type: none"> • Facilitate means to encourage Seniors Housing <ul style="list-style-type: none"> - Reviewed Responsibility Agreement policies/to foster development of units – Re-visit in 2011 - Exploration of availability of water for the former Ennismore Church Lands - Lakefield Affordable Seniors Housing Initiative - Zoning By-law Regulations <ul style="list-style-type: none"> - Garden Suites - Secondary Suites in serviced areas
	<ul style="list-style-type: none"> • Consider accessibility in all renovations to municipal facilities <ul style="list-style-type: none"> - Ennismore and Lakefield Arenas - Municipal Office & Council Chambers - Bridgenorth and Ennismore Libraries
	<ul style="list-style-type: none"> • Meeting & Activity Space <ul style="list-style-type: none"> - Ennismore Seniors accommodated at the Ennismore Firehall - Golden Years Club accommodated at the former Community Care Building - New Bridgenorth Library/Multi Use Space <p>Centennial Room, Marshland Centre, Arena Reception Halls being made accessible</p>
	<ul style="list-style-type: none"> • Seniors Tax Credit <p>Promote seniors tax credit rebate to recognize assessment related increases</p>
	<ul style="list-style-type: none"> • Trail Initiatives – promote walking, physical fitness and social interaction <ul style="list-style-type: none"> - Promotion of existing trails - Development of new Bridgenorth Trail
	<p>Completed Seniors Needs Assessment Survey making recommendations for future improvements</p>

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Growth Strategy and Plan	<ul style="list-style-type: none">• Official Plan Consolidation<ul style="list-style-type: none">- Lakefield South Secondary Plan- Compliance with Provincial Policy Statements and Growth Plan• Environmental Assessment for location of additional elevated water storage in Lakefield South<ul style="list-style-type: none">- Secured Federal/Provincial funding to support- Assist in facilitating development in Lakefield South Development- Reduction of area specific development charge when project complete
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Environmental Action Plan	<ul style="list-style-type: none">• Participate and review work of Source Water Protection Committee
	<ul style="list-style-type: none">• Goose management related to water quality issues<ul style="list-style-type: none">- Application for funding for shoreline restoration in Isabel Morris Park and goose management program in IMP and beach area
	<ul style="list-style-type: none">• Pollution Prevention Reviews completed for Water Treatment Plant, Marina and Campground<ul style="list-style-type: none">- Recommendations to be considered as part of 2011 budget
	<ul style="list-style-type: none">• Continue to convert gravel roads to hardtop – lower carbon footprint
	<ul style="list-style-type: none">• Developed new Site Plan Control Bylaw incorporating provisions for shoreline protection and tree preservation and created a guide for property owners
	<ul style="list-style-type: none">• Progressive pit rehabilitation with a continuing tree planting program
	<ul style="list-style-type: none">• Participating in the Sustainability Plan development for the County and City

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Conduct Organizational Review	<ul style="list-style-type: none">• Organizational Review completed in 2008 and recommendations continue to be implemented as appropriate
	<ul style="list-style-type: none">• Continuously monitor operations and make recommendations for positive change when opportunities arise
	<ul style="list-style-type: none">• Actively promote and pursue cross-training of employees
	<ul style="list-style-type: none">• Development of succession planning policy

Corporate Initiatives

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<p>Quality of Life</p>	<ul style="list-style-type: none"> • Bridgenorth Trail Development • Overall Trail Development Strategy planned in conjunction with the update of the Recreation Plan in 2011
	<ul style="list-style-type: none"> • Accessible Customer Service Policy and training • Consider accessibility in all Township facilities as a priority in plans for construction/renovation <ul style="list-style-type: none"> - Lakefield Arena improvements - plans for renovation/expansion of Ennismore Community Centre focus on accessibility - Municipal Office renovation/expansion - Bridgenorth Library and Community Hall - Landfill Site - Ennismore Library improvements
	<ul style="list-style-type: none"> • Physician recruitment policy – provided financial assistance to support the recruitment of 4 doctors • Financial Support for the new Lakefield Health Care Centre and Bridgenorth Medical Centre • Charitable Receipts Administration
	<ul style="list-style-type: none"> • Continued support of Festivals <ul style="list-style-type: none"> - Shamrock Festival/Tractor Pull - Jazz and Art - PolarFest - Application for Celebrate Ontario Funds – support development and promotion of events
<p>Environmental</p>	<ul style="list-style-type: none"> • Updated Smith Landfill Design and Operations Plan – estimates 16 years of site life • Conducted closure of Ennismore Landfill Site

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<p>Stewardship</p>	<ul style="list-style-type: none"> • Diversion of construction and demolition waste in partnership with M & M Disposals • Active participation in recycling and diversion opportunities <ul style="list-style-type: none"> - Organics collection pilot - Investigating waste electronics program - Certificate of Approval for muloks in place
	<ul style="list-style-type: none"> • Recognized by the Astrological Society for lighting policies • New developments (subdivisions/Site Plan control) – full cut-off fixtures the standard • New Township construction – full cut off fixtures – demonstrate leadership
	<ul style="list-style-type: none"> • Lighting Retrofit programs – Power Blitz program for municipal facilities • Implementation of 2007 energy audit recommendations for the 2 arenas <ul style="list-style-type: none"> - low e-ceiling installed in Ennismore - on demand Zamboni Water heaters installed - refrigeration plant control installed - arena electric motor soft-starts - arena interior insulation and siding - condensing boiler installation • Investigate grant programs to conduct energy audits for Township Buildings • Implement energy conservation measures in new Township construction/renovation
	<ul style="list-style-type: none"> • Gravel pit rehabilitation and tree planting programs.
<p>Managed Growth and Development</p>	<ul style="list-style-type: none"> • Community Improvement Plans for Lakefield, Bridgenorth, Ennismore, Young's Point scheduled for 2011-2012

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	<ul style="list-style-type: none">• Consolidated Zoning Bylaw provides enhanced opportunities for home-based business• Expansion of broadband service throughout the Township• Business directory hosted on website
	<ul style="list-style-type: none">• Local Heritage Committee to be appointed in 2011

Infrastructure Support	<ul style="list-style-type: none">• Annual contribution to reserve to support future capital maintenance needs of facilities.

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	<ul style="list-style-type: none"> • Creation of Facilities Maintenance Coordinator position created <ul style="list-style-type: none"> - assist in the management of projects related to building maintenance and capital projects - undertake proactive reviews of facility conditions and develop longer term plans for capital improvement requirement - undertake reviews of energy use in facilities
	<ul style="list-style-type: none"> • Planning documents <ul style="list-style-type: none"> - Library Services - Roads Needs - Development Charges - Environmental Assessment – Elevated Water Storage in Lakefield South - Feasibility Study Structural Assessment of Ennismore Community Centre - Recreation Needs Study to be conducted in 2011
	<ul style="list-style-type: none"> • Capital Investments and sourcing of supporting grants <ul style="list-style-type: none"> - Lakefield Arena expansion/renovation - Environmental Assessment – Elevated Water Storage in Lakefield South - Twinning of Forcemain and Wastewater Treatment plant improvements - Bridgenorth Library construction - Ennismore Library Improvements - Road Construction projects - Use of OMPF funds to accomplish capital needs - Broadband Services Expansion
<p>Fiscal Responsibility</p>	<ul style="list-style-type: none"> • Budget process revised have Municipal portion of the budget approved approximately 2 months earlier than in 2008.

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	<ul style="list-style-type: none"> • Lowest tax rate in the County of Peterborough while providing high service levels.
	<ul style="list-style-type: none"> • Active pursuit of opportunities to obtain funding from grant programs or other sources for capital programs and other projects. <ul style="list-style-type: none"> - Lakefield Arena expansion/renovation - Environmental Assessment – Elevated Water Storage in Lakefield South - Twinning of Forcemain and Wastewater Treatment plant improvements - Bridgenorth Library Construction - Ennismore Library improvements - Road Construction projects - Seniors Needs Assessment Survey - Broadband Expansion Project - Olympic Torch Relay - Bridgenorth Trail - JEPP Projects - Enabling Change and Enabling Accessibility Funding - Chemong Park Improvements

Operational Excellence	<ul style="list-style-type: none"> • Project charter developed, yet to be fully implemented
	<ul style="list-style-type: none"> • Centralized administration office housing all administrative staff with the exception of the Fire Department

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	<ul style="list-style-type: none">- Facilitates cross-training between department- Maximizes utilization of human resources- Effective service delivery to internal/external customers
	<ul style="list-style-type: none">• Professional development of staff at all levels promoted. Succession planning policy in place and explored with employees by Management Team as part of the performance management program.
	<ul style="list-style-type: none">• Succession planning policy in place and explored with employees by Management Team as part of the performance management program.
	<ul style="list-style-type: none">• Continuous monitoring of operations and recommendations for change to make improvements or address needs made.