

A Strategic Plan for the Township of Smith-Ennismore-Lakefield



“Our Vision to 2012”

July 24, 2007

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Letter from the Reeve

I am pleased to share the Township of Smith-Ennismore-Lakefield's Strategic Plan, which was recently approved by Council. The Plan outlines a number of the challenges that are facing the Township, while providing a guide to Council's priorities and actions that are required to reach our goals and achieve our vision for 2012. It is intended to build on the high level of services that are already provided by the Township while positioning the Township for an even stronger future.

In implementing our Plan, we will continue to focus on effectively balancing environmental stewardship with the need for both managed and sustainable growth and development.

The development of the Strategic Plan reflects one of our priorities for this term of Council. I would like to recognize and thank the entire Council, Township staff, and all of those in the community who provided invaluable input and support to the process.

Our challenge now is putting the plan into action. I look forward to continuing to work with Township Council and staff, and the Community, to successfully implement this Plan for the benefit of all.

A handwritten signature in black ink that reads "Ron Millen". The signature is written in a cursive, flowing style.

Ron Millen

2007 - 2010 Municipal Council



Front: left to right - Deputy Reeve Mary Smith, Reeve Ron Millen
Back: left to right - Councillor Donna Ballantyne (Ennismore Ward),
Councillor Anita Locke (Lakefield Ward) and Councillor Sherry Senis (Smith Ward).

Message from the Chief Administrative Officer

It is with much pride and satisfaction that I acknowledge the completion of the Strategic Plan for Smith-Ennismore-Lakefield. It has taken four months to complete this highly engaging process. It was aimed at listening to the issues and priorities that will shape our Township over the next five to ten years. As part of the process, we have had the opportunity to reflect, collectively and personally, on what a great place the Township of Smith-Ennismore-Lakefield is to live, work, play and invest. I believe we truly have much to be proud of as we look to the future together.



Our vision speaks to the mosaic that is our Township. Unique communities, each with their own heritage and traditions, contributing to the wonderful quality of life that we so deeply value. It also recognizes our collective role as stewards of the environment and how important the environment is to the Township. In this, we also recognize the need to prepare for the future and for future generations. Taking a proactive approach to managing growth and development will ensure that we don't spoil what others before us have left as their legacy.

The future is ours to create. We now have a tool, this Plan, which will enable Township Council and staff to determine and prioritize the actions that will deliver on our vision. Having said this, we can't do it alone. I encourage all members of the community to take an active role in successfully continuing this journey that we have started. Working together, we will successfully reach our destination.

Norm Kyle

Plan at a Glance¹



Vision
A vibrant mosaic of communities that values its people and heritage, appeals to all ages and stages of life, protects its environment and quality of life, and plans for and manages its growth and economic development.

Mission
Partnering with the community, key stakeholders and the other levels of government, we are a leader in the provision of innovative, efficient and effective municipal services, valued by our citizens.

GOALS

Quality of Life: To provide the high-quality municipal services and programs that will promote and strengthen our sense of community while appealing to all ages, stages of life and abilities, and reflecting our socio/economic diversity.

Environmental Stewardship: To protect, enhance and sustain our lakes, shoreline and natural features as part of a vital, green and healthy ecosystem while striving to reduce our carbon footprint.

Managed Growth and Development: To plan for and support the timely delivery of well-planned new, or redeveloped, residential, commercial and light industrial opportunities through a controlled provision of infrastructure.

Infrastructure Support: To strategically manage, enhance and renew the Township's physical, social and technology infrastructure to meet the demands of a thriving community.

Fiscal Responsibility: To ensure that resources are managed responsibly and taxpayers continue to receive the best value for their present and future tax dollar.

Organizational Excellence: To pursue excellence in managing and delivering the highest quality services through quality people.

VALUES

Integrity: Demonstrating honesty and sincerity in everything we do.

Trust and Respect: Acting in good faith with due consideration and compassion for others.

Accountability: Taking personal responsibility for the impact and quality of our actions.

Professionalism: Providing consistently excellent service.

OPERATING PRINCIPLES

Strive for service excellence by anticipating and planning for the needs of our citizens while continually improving service delivery.

Seek efficiency by eliminating unnecessary bureaucracy.

Respect, mentor and support our staff.

Encourage a team environment to maximize results.

Reflect our fiscal priorities and make decisions that align with our strategic direction.

Ensure that all citizens are treated in a professional manner.

STRATEGIC PRIORITIES

Working with Other Key Stakeholders:

- Explore the potential of developing an **employment strategy**, with a particular focus on employment for ages 25-44
- Develop a detailed **plan** to meet the needs of our **seniors** that will consider and address key areas such as housing and areas for activity
- Develop an overall **growth strategy and plan**, including water and wastewater, which links to, and integrates with existing Township plans
- Develop an **environmental action plan** for the Township which protects the natural resources and ensures they continue to be an asset

Working with Township Council and Staff:

- Conduct an **organizational review** that will consider and define the appropriate balance of resources with service levels and identify staff development and succession plans

CORPORATE INITIATIVES

Quality of Life

- Explore opportunities to better access and expand the trail system
- Develop accessibility plans for all Township owned facilities
- Work with existing community stakeholders to attract and retain physicians
- Encourage the growth of the arts and culture sector

Environmental Stewardship

- Develop a plan to enable extended life of Township owned waste management site on County Road 18
- Develop streetlight guidelines
- Develop an energy conservation plan for Township facilities & equipment

Managed Growth and Development

- Explore the development of community improvement plans
- Develop strategies to support promote home based businesses
- Explore the re-establishment of a Local Architectural Conservation Advisory Committee

Infrastructure Support

- Develop a lifecycle approach and plan for asset management, while investing in building maintenance

Fiscal Responsibility

- Initiate a planning cycle to support longer term capital budgets
- Implement a plan to achieve earlier adoption of annual budget

Operational Excellence

- Develop a standard approach to project planning and execution, including a standard set of templates, to increase the readiness of the Township to launch and successfully complete projects
- Develop staff through cross training to allow the Township to cover core responsibilities
- Develop a comprehensive communications strategy
- Review existing service levels and adjust operating plans accordingly

¹ Details for each section of the “Plan at a Glance” are provided in later sections of this Plan.

Planning for Our Future

Introduction

The character and reputation of a community is often inferred through the vision and actions of its community leaders. Communities that are able to harness the collective energy that makes best use of human, physical, and financial resources are seen to create opportunities and often enjoy a greater feeling of success.

Having said this, communities are inherently very complex. They are influenced by their own heritage, their physical surroundings, their location, and the availability of resources upon which to build an economic base. They are affected by climate, the natural environment, and by the transportation and trade systems that connect them to other communities and the local market places. They are shaped by social and political realities that help define the community. Most importantly, communities are a reflection of the people who live, work, invest, and visit there.

The process of strategic planning is intended to provide a community with the opportunity to consider its heritage and the things that make it proud. As part of this

process, a community defines what makes it unique, its strengths and its weaknesses and the opportunities that lie ahead. It creates a vision for the future and identifies the priorities and initiatives to achieve the vision. It also engages the community in the process, sharing information and ideas while focusing on a common purpose – building a stronger community.

The Township of Smith-Ennismore-Lakefield (the Township) has worked very hard over the past number of years to bring three separate and distinct communities together as one for the greater benefit of all. It has been able to take advantage of the economies of scale offered by a larger corporation and has attempted to organize itself with an appropriate



Source: Resident - Fall Sunset Bridgenorth

staffing model to provide services effectively and efficiently. It has also undertaken the completion of a number of studies related to specific components of its operations.

Recognizing that the review of services and issues in isolation is not the most effective way to plan and manage the Township, it was decided to undertake a corporate strategic planning process. The results of this process are outlined in this document.

The Township's strategic plan will guide and assist decision making over the next five years. It provides an action plan that will enable the Township to get where it wants to go. It will also serve as a means of ensuring that the Township is consistently aligned with its vision, mission, and goals.

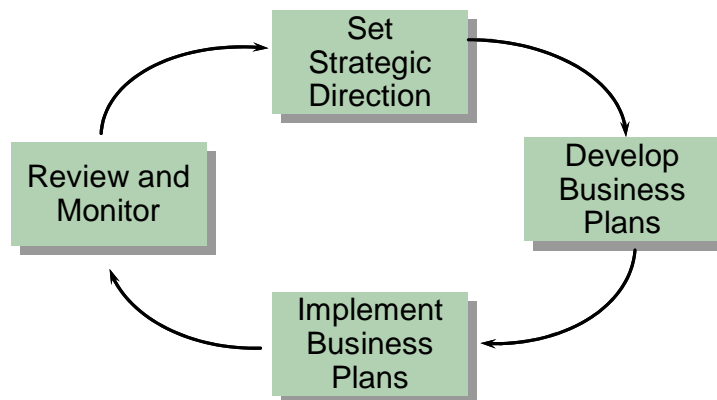


Source: Ernie Lees - Burleigh Falls

Approach

Overview

Strategic planning is a critical element of how the Township plans for its future. The process is outlined in the following diagram. A key element in the process is the linking of the strategic plan to the annual business planning process to ensure that the Township decisions, and the associated resource allocations, are consistent with its long term direction.



Another important component of the overall process is reviewing, monitoring, and reporting on the Township's achievements relative to its strategic plan and the annual business plan. To enable this process, performance measures will need to be defined, linked to each goal, and then used to track and report progress.

Township's Strategy Planning Process

In developing the strategic plan, the Township used a highly consultative approach to engage the community residents and businesses and the Council and staff of the Township.

An initial series of public consultation sessions were conducted in Bridgenorth, Ennismore, and Lakefield between April 14th and April 19th. They provided an opportunity for the residents and businesses of the community to contribute their ideas and suggestions on the vision and future direction for the Township. The sessions focused on four key questions:

1. What makes you proud to live in Smith-Ennismore-Lakefield?
2. What differentiates your community from other communities?
3. What are the key issues the Township needs to address in the next 5 – 10 years?
4. How would you complete the phrase “My vision for the Township of Smith-Ennismore Lakefield is to be recognized as ...”

Individuals unable to participate in person were also invited to provide input via the internet or fax.

These sessions were followed by two “all staff” meetings and a Council workshop. The objective was to get their input, as well as to discuss the implications and potential requirements of the input received to date from the community. The sessions were also used to develop the initial components of a preliminary vision, mission, and set of goals. In addition, the Township's senior staff was surveyed separately to get their input as it relates to their areas of direct responsibility.

A second series of public consultation sessions were again held in Bridgenorth, Ennismore, and Lakefield between June 2nd and June 7th. The purpose of these sessions was to review the Township's progress in the development of the strategic plan and to test the emerging vision, mission, and goals.

Each session included a review of the results of the initial consultation process, as well as a review of the common themes captured to date from the public and the Township's Council and staff.

Following the second public consultations, a Council workshop was held to review public feedback of the vision, mission, and goals and to discuss emerging priorities and direction. After including this feedback, working sessions were held with senior staff to develop the final plan for presentation to Council.

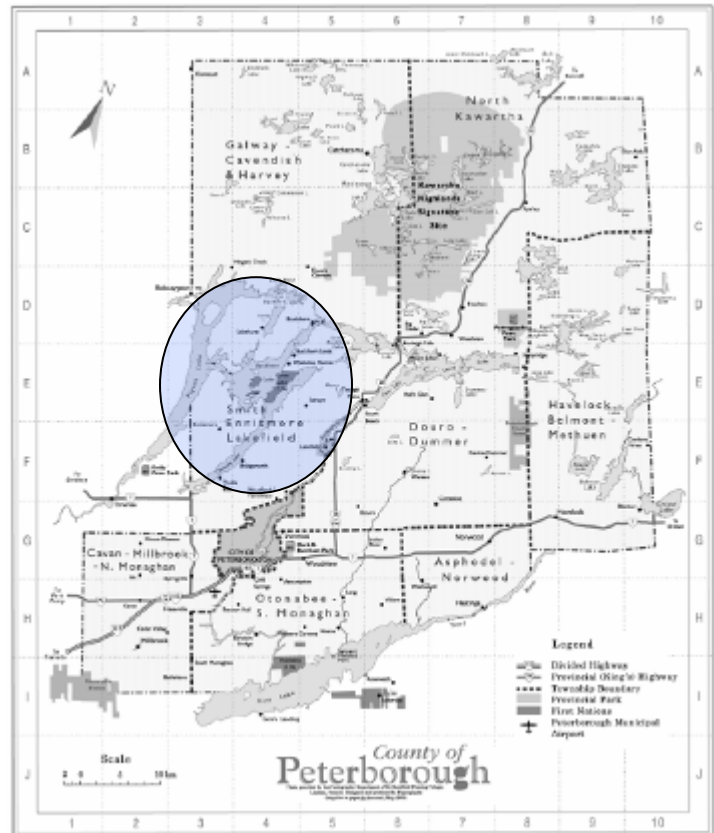
Overview of Township

The Township of Smith-Ennismore-Lakefield is the largest Township in the County of Peterborough and is situated in the heart of the Kawartha Lakes Region, bordered almost entirely by lakes. The Township is largely a rural community with three distinct urban centres, those being Lakefield, Bridgenorth, and Ennismore.

The County of Peterborough is known for its exceptional quality of life and beautiful setting in the Kawarthas tourism region. The area has a multitude of recreational opportunities, a diverse industrial, commercial and agricultural base, quality health care, and excellent schools - including two outstanding post-secondary institutions. Peterborough is just one hour from the Greater Toronto Area. Real estate is affordable and communities are safe.

With a population of approximately 135,000 (increases substantially in the summer season) the Greater Peterborough Area is the regional centre for East Central Ontario and draws from a market population of 350,000. The area's proximity to major markets in Canada and the northeastern United States, combined with an effective transportation System, that includes the largest commercial airport between Toronto and Ottawa, and four-lane access to the Greater Toronto Area, makes the area an unparalleled setting as a business location.

Among the many successful area-based businesses serving local, national, and international markets from Peterborough are: Pepsico Foods (Quaker), General Electric, FisherCast Global, Siemens Milltronics, Minute Maid, SGS Lakefield Research, Savage Arms; and Paluski Boats.



The Village of Lakefield is a small urban community of approximately 2,500 people located on the Otonabee River, part of the historic Trent Severn Waterway system, and south of Katchewanooka Lake. Lakefield is primarily a residential community with historic homes and heritage sites carefully combined with modern residential areas. Lakefield has a reasonably well defined central core and a small industrial base.



Source: Staff - Downtown - Village of Lakefield

Lakefield offers many of the amenities of big city life, in a quaint small town setting. Future development opportunities exist to the east and south west of Lakefield, as plans are underway to develop these prime commercial/industrial/residential areas.

The Hamlet of Bridgenorth is a small residential community situated on beautiful Chemong Lake amid a largely rural landscape. Bridgenorth offers a centralized destination for shopping and services, and meets the daily needs of residents and tourists. Bridgenorth has lands suitable for a variety of commercial developments.



Source: Staff - Bridgenorth Gazebo



Source: - Staff - Ennismore Post Office

The Hamlet of Ennismore is historically picturesque with the post office, general store, and community church centrally located as in days of old. Like Bridgenorth, the Hamlet of Ennismore is centered in a mainly rural area, and provides a focal point for community recreational and social events including hard and softball diamonds, soccer pitches, tennis and basketball courts, arena and curling rinks, and reception facilities. Chemong Lake, Buckhorn Lake, and Pigeon Lake border the Ennismore ward.

The Township boasts many local attractions and events that enhance the quality of life for residents and tourists alike. Thousands of tourists visit the Township each year to enjoy our beautiful lakes, parks, and recreation facilities, heritage and cultural sites, and events, shopping, restaurants, festivals, entertainment, and accommodation facilities. Activities include fishing, camping, snowmobiling, cross country skiing, boating, golfing, art galleries, nature trails, and much more.



Source: Staff - Lakefield Marina



Source: Staff - PolarFest's Plunge

- Lakefield Agricultural Fair
- Lakefield and District Horticultural Society Antique and Flower Show
- Performing Arts Lakefield Productions
- BEL Rotary Triathlon
- BEL Rotary Polar Plunge
- Kawartha Lakes Wakeboard Competition.
- Ennismore Shamrock Festival and Tractor Pull

Community spirit and enthusiasm is evident in the number of special events scheduled annually throughout the Township. These events are planned and operated largely by volunteers. Events include:

- Polarfest
- Lakefield Literary Festival
- Lakefield Jazz; Craft and Art Festival
- Bridgenorth Beautification Committee's Annual Street Dance and Tour of Homes

Bordered by the Township is the Curve Lake First Nation, a community situated on a peninsula between Chemong and Buckhorn Lakes. Curve Lake hosts an annual Powwow and Arts and Craft Sale. It is also the home of the famous Whetung Ojibwa Art and Crafts Gallery.

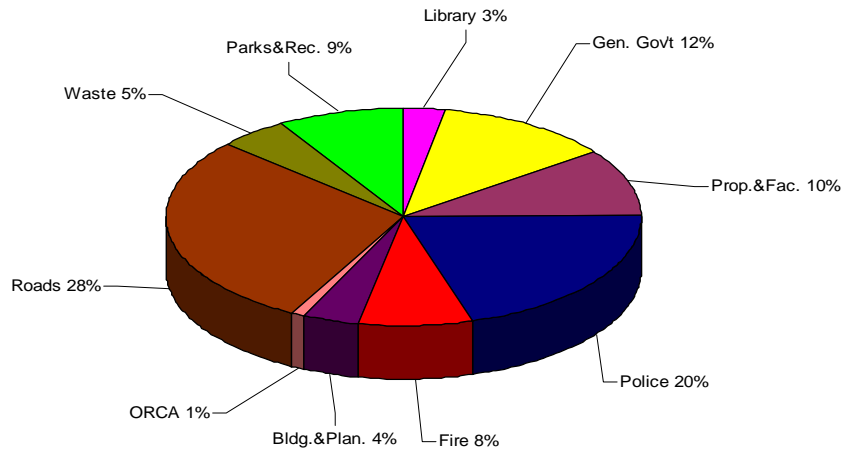


Source: Public Domain - Whetung Ojibwa Art and Crafts Gallery

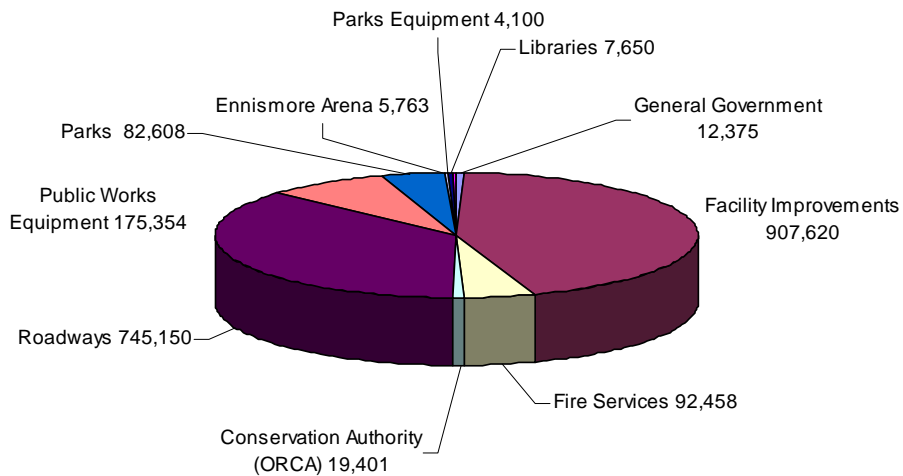
The Township has a full time employee complement of 37, with part time and seasonal employees retained as required. Gross expenditures, sources of revenue, and capital spending for 2007 are outlined below. A summary of existing services is provided in Appendix A.

2007 - Expenditures and Revenue

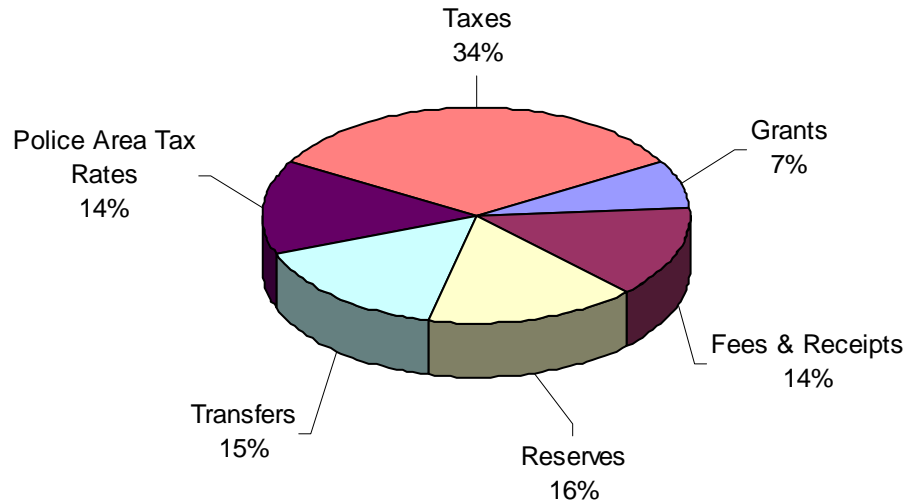
Total Gross Expenditures 2007 Total - \$14,123,155



Total Capital Expenditures 2007 Total - \$2,052,479



Total Revenue Sources 2007



Township Financial Highlights

- Smith-Ennismore-Lakefield has traditionally had the lowest tax rate in the County of Peterborough, while offering a host of services attractive to residents and potential investors.
- Township taxes account for less than 25% of the total property tax bill, with the majority of taxes flowing to the County and Education Boards.
- The Township's two arenas currently receive a tax transfer based on the estimated number of hours used by minor sports teams. The transfer represents the price differential between the minor sports rate and the prime rate.
- Volunteerism is alive and well in the Smith-Ennismore-Lakefield Library system with 170 volunteers contributing over 19,000 volunteer hours annually.

- The Township receives financial support from other levels of government. Recent examples include:
 - \$892,000 grant from the Federal government to rehabilitate their wharf on the Trent-Severn waterway. This initiative encouraged further investments of over \$250,000 and resulted in a very attractive municipal marina.
 - \$392,200 grant from the Ontario Government's Rural Infrastructure Investment Initiative to upgrade and modernize our two indoor sports facilities - the Ennismore Arena and Lakefield-Smith Community Centre.
 - Over \$377,000 of Federal grants from the Gas Tax Revenue Program and \$643,000 of Provincial grants from the Move Ontario program resulting in an increase to the Township's road resurfacing program.
 - \$92,200 of financial support from the Ontario Trillium Foundation to support the process to make the library collection accessible on the internet at www.MyPublicLibrary.ca.
- Township reserves are used conservatively allowing for the orderly replacement of equipment and rehabilitation of Township infrastructure. This sound approach has resulted in a strong financial position.

Community Trends and Changes

Overview

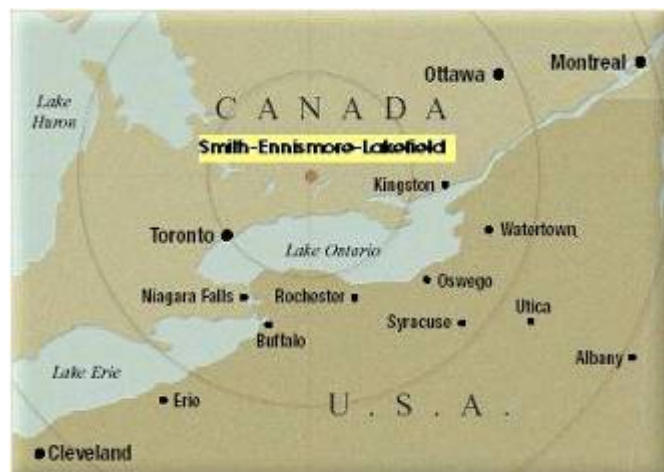
As part of Peterborough County, the Township of Smith-Ennismore-Lakefield is influenced to a great extent by the trends and changes in the county as a whole as well as by Peterborough, the largest neighbouring city. This is important for the Township because, as articulated in the public consultation process, many in the community rely on Peterborough for work, culture, shopping, and other activities while returning to the quieter, more rural environment that they cherish and live in. Therefore, to understand the factors that may affect the Township in the future, it is important to consider the trends and changes identified by the Greater Peterborough Economic Development Corporation (GPAEDC).

Healthy Economy with a Strong Growth Rate

- Retail sales above national average
- High level of commercial, industrial and institution construction activity
- Strong job growth
- Real Estate sales on the rise
- Fully serviced industrial parks at low prices
- Industrial development charges waived

Impressive Local and Global Markets

- The GPA (estimated population 130,000) is the regional centre for East Central Ontario with access to a contiguous market of approximately 350,000. Close proximity to major Canadian and US markets.
- 60% of all Canadians and 40% of all Americans live within 800 km (500 miles)
- Many companies serve international markets from Peterborough head office locations: PepsiCo Foods (Quaker), FisherCast Global, SGS Lakefield Research, Siemens – Milltronics, and the Ontario Ministry of Natural Resources



Significant Economic Components

Agriculture²

- Agriculture has traditionally been a dominant land use and economic force in both the City of Kawartha Lakes and the Greater Peterborough Area. Agriculture and agriculturally related businesses generate significant economic activity through direct and indirect employment and through the buying and selling of products, goods, and services.



Source: Public Domain - McLean's Berry Farm

- There are those in the agricultural industry who are expanding their operations into agri-tourism. They are essentially creating attractions to draw people to the farm to not only purchase products, but to provide the 'experience' of farm life. Local sugar bush and fall harvesting are just some of the agricultural activities that are now teamed with an event and marketed to draw people to the farm.
- Initiatives such as Kawartha Choice focus on promoting the wide variety of agricultural products grown and produced locally. The purpose is to create branding to identify these products for consumers who are eager to support local farmers.
- The Kawartha Lakes / Peterborough area contributed approximately 2% of the gross farm receipts generated in Ontario in 2001. According to Statistics Canada, in 2001 there were 2,718 farms in the region, occupying 620,000 acres and generating approximately \$156 million in gross farm receipts. In terms of productivity in 2001, the region generated average gross farm receipts of \$251 per acre. These ranged from a high of approximately \$450 per acre in Asphodel-Norwood to a low of less than \$50 per acre in the most northerly parts of the region.



Source: Public Domain - Grazing

- There has been a consistent decline in the number of farms across Ontario during the period from 1971 to 2001. This decline was slightly less pronounced in Kawartha Lakes and Peterborough, where between 1971 and 2001, 931 farms disappeared (479 farms in Kawartha Lakes and 452 farms in Peterborough).
- A review of the change in the number of farms from 1971 to 2001 does not necessarily provide a true indication of changes in the scale of the industry. Rather it provides an indication of the shift that is taking place in the size of farm operations. Overall there is a trend in agriculture toward larger farms and rationalization of operations. In the combined area of Kawartha Lakes / Peterborough between 1971 and 2001, the number of acres classified as farmland declined by 121,418 acres. This represents a 16.4% decline as compared to the provincial decline of 15.4% and a 24.0% decline in the Central Ontario Region.

² Source: CITY OF KAWARTHA LAKES AND THE GREATER PETERBOROUGH AREA - Agricultural Economic Impact & Development Study - October 27, 2006

Aggregates

- Large areas of the Township are being used by extractive industries due to significant aggregate deposits. Through careful land use planning, the Township of Smith-Ennismore-Lakefield has provided aggregate producers with the flexibility and protection that they need to maintain and modernize their operations.
- Our Official Plan and other land use planning tools:
 - Clearly indicate community support for the aggregate sectors of the economy
 - Define aggregate areas for current and future use
 - Provide flexibility for aggregate operations to respond to current and future market demands using environmentally responsible approaches
 - Ensure that neighbouring uses are compatible and do not limit business operation
- In 2005, lands located in the Township of Smith-Ennismore-Lakefield produced 761,473 metric tonnes of aggregate (excludes crown land). This equates to approximately 30,459 truck loads from licensed pits and quarries³.
- The Township owns and operates gravel pits, which provides base materials used to maintain our roads. The savings in base material costs allows the Township to reconstruct more roadways. In fact in 2007, of the 305.8 kilometres of Township owned roads, 280.9 kilometres of roadway are hard topped.

Key Transportation Links



Source: Public Domain - Highway 115

- Four-lane divided highway (35/115) to Highway 401 and Greater Toronto Area
 - Highway 407 extension to 35/115 – estimated completion in 2013
 - Major trucking company routes
 - Full rail service capabilities
- Municipal Airport with 5,000 foot lighted runway and published GPS approach
 - Toronto airport is 90 miles (140 km) by major highway
 - Trent-Severn Waterway linking Lake Ontario to Georgian Bay

³ Source: County of Peterborough

Committed, Skilled Workforce

- Local industries identify "quality conscious attitude" of local workers as major asset
- High loyalty to employers
- Well-educated and trained workforce. 50% have some post-secondary education. Many college and university graduates produced locally each year.

Excellent Education Training and Research and Development Opportunities

- Trent University and Fleming College offer applied science and research capabilities
- World-class research facilities in watershed and environmental studies
- The Greater Peterborough Region **DNA Cluster** is a commercialization alliance between private and public sector partners. The plan is to turn regional knowledge and intellectual property into jobs and new wealth within the region.



Source: Public Domain - Trent University

Low Costs for Investment

- Commercial construction and lease costs are less than in Ontario urban centres
- Competitive utility costs
- Local tax rate/cost is advantageous over many other communities – of any size
- Houses, apartments, condominiums, and waterfront properties are very affordable

Demographic Information

Although the Township continues to grow, the rate of growth (6.1%) is slightly lower than the Province as a whole (highlighted below).

Population and Dwelling Counts

	Smith- Ennismore- Lakefield	Province
Population in 2006	17,413	12,160,282
Population in 2001	16,414	11,410,046
2001 to 2006 population change (%)	6.1	6.6
Total private dwellings	8,988	4,972,869
Private dwelling occupied by usual ⁴ (permanent) residents	6,730	4,554,251
Population density per square km	54.6	13.4
Land area (square km)	318.77	907,573.82

Source: Statistics Canada – 2006 Census



Source: Public Domain - Trent Canal - Lakefield

When the population distribution is considered, two important observations can be made:

- The age group from 25-44 is significantly under represented relative to the Province - this is consistent with an expressed concern during the public consultation that it remains difficult to keep “young people” in the community
- The senior population (55+) is significantly larger by percentage than the Province (31% vs. 21%) - again, this is consistent with the view of the Township as a highly sought after retirement community (highlighted below)

⁴ “Usual residents” is defined by Statistics Canada as “A separate set of living quarters which has a private entrance either directly from outside or from a common hall, lobby, vestibule or stairway leading to the outside, and in which a person or a group of persons live permanently.”

Population Distribution

	Smith-Ennismore-Lakefield		Ontario (Province)	
	Total	Percent	Total	Percent
Total Population	16,415		11,410,050	
Age 0-4	665	4%	671,250	6%
Age 5-14	2,150	13%	1,561,500	14%
Age 15-19	1,270	8%	769,420	7%
Age 20-24	775	5%	718,420	6%
Age 25-44	3,690	22%	3,518,010	31%
Age 45-54	2,790	17%	1,635,280	14%
Age 55-64	2,250	14%	1,064,000	9%
Age 65-74	1,700	10%	818,165	7%
Age 75-84	945	6%	503,930	4%
Age 85 and over	180	1%	150,075	1%

Source: Statistics Canada – 2001 Census

Reflecting the diversity of the community, the chart below describes the mix of permanent, farm and seasonal households within the community.

Households (2007 Assessment)

Permanent	Farm	Seasonal	Total
6,620	246	1,450	8,316

Source: Township of Smith-Ennismore-Lakefield Assessment Information

In addition to the above noted households, the community also includes 23 campgrounds containing a total of 2,776 sites.

Township Strategic Direction

Introduction

The strategic direction sets the policy and decision making framework for an organization. It is intended to guide the organization towards its desired future state and includes its vision, mission, and goals.

This Plan outlines the Township's view of its future direction and focus. It sets the framework, and defines the actions, that will enable the Township to become the community it wants to be – now and in the future. The Plan also provides the basis on which to develop the business plans that will guide the allocation of the Township's resources in meeting the expectations and requirements of the community.



Source: Resident - "Artisan Alley" - Lakefield

Vision

The vision reflects the Township's view of what it wants to become over the next 5 to 10 years. It is the Township's definition of future success, that is intended to inspire the community and foster commitment and support.

"A vibrant mosaic of communities that values its people and heritage, appeals to all ages and stages of life, protects its environment and quality of life, and plans for and manages its growth and economic development".

The vision defines our Township as a **mosaic** of communities that strive to find value in cooperation and common goals, while recognizing the honoured **heritage**, traditions, and uniqueness that each community contributes to the Township. We share responsibility for preserving our **quality of life** and specifically recognize and value the contribution of volunteers in the community.

By focusing on the **environment**, the Township commits to a fundamental principle of protection of the environment by encouraging sustainable ecological practices, while seeking to balance the needs of its citizens. This includes well **planned growth and development** with attention to green space and the preservation of our lakes, wildlife, and farmland.

Mission

The mission statement defines the purpose and focus of the Township in planning and delivering municipal programs and services that are intended to meet the expectations and requirements of the community while aligning with the Township's vision.

"Partnering with the community, key stakeholders and the other levels of government, we are a leader in the provision of innovative, efficient and effective municipal services, valued by our citizens".

By **partnering** with the community, key stakeholders, and other levels of government, the Township aspires to be a **leader** in the delivery of its scope of services, facilities, programs and opportunities that are **innovative** and **efficient** in meeting the needs and expectations of the community. We seek to create a place for our citizens to live, work, invest, and play with a healthy lifestyle.

Goals

The Township's goals are intended to focus its efforts in meeting the expectations of the community while supporting the overall vision and mission. They represent long term statements of direction that will align, coordinate and focus the ongoing decisions and actions of the corporation.

Quality of Life

To provide the high-quality municipal services and programs that will promote and strengthen our sense of community while appealing to all ages, stages of life and abilities, and reflecting our socio/economic diversity.

Environmental Stewardship

To protect, enhance and sustain our lakes, shoreline and natural features as part of a vital, green and healthy ecosystem while striving to reduce our carbon footprint.

Managed Growth and Development

To plan for and support the timely delivery of well-planned new, or redeveloped, residential, commercial and light/clean industrial opportunities.

Infrastructure Support

To strategically manage, enhance and renew the Township's physical, social and technology infrastructure to meet the demands and expectations of a thriving community.

Fiscal Responsibility

To ensure that resources are managed responsibly and taxpayers continue to receive the best value for their tax dollar.

Operational Excellence

To pursue excellence in managing and delivering the highest quality services through quality people.

Strategic Priorities

The strategic priorities reflect the key areas of focus for the Township as defined by Council and the senior management team. They are the actions/initiatives that will have the most significant impact on the overall performance of the Township and must be accomplished in a defined time period. They are aligned with the vision, mission and goals of the corporation. They will be identified and funded through the annual business plans and budgets of the Township and will take precedent over other initiatives should there be concerns about available resources. As noted below, several of these priorities require the Township to work or collaborate with other key stakeholders.



Source: Staff - Sullivan's Store - Ennismore

Working with Other Key Stakeholders

- Explore the potential of developing an **employment strategy** for the community, with a particular focus on employment for ages 25-44
- Develop a detailed **plan** to meet the needs of our **seniors** that will consider and address key areas such as housing and areas for activity
- Develop an overall **growth strategy and plan** that includes water and wastewater and links to, and integrates with, existing Township plans (e.g., Official Plan and Zoning By-law, Lakefield South Development Plans, Library and Recreation Services Plans, Road Needs Study, Economic Strategy)
- Develop an **environmental action plan** for the Township which protects the natural resources and ensures they continue to be an asset

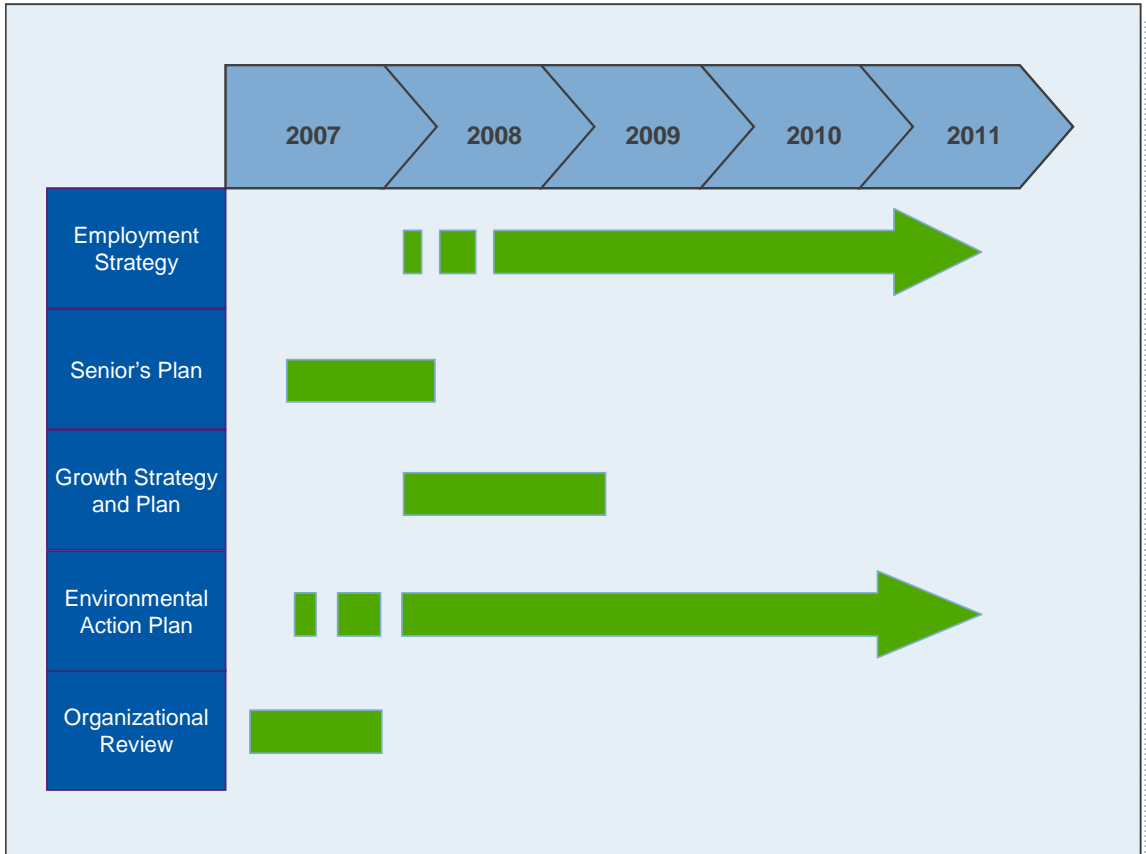


Source: Resident - Osprey Nest - Bridgenorth

Working with Township and Council Staff

- Conduct an **organizational review** that will consider and define the appropriate balance of resources with service levels and identify staff development and succession plans

Under the leadership of the CAO, the timing, emphasis and relative importance of the strategic initiatives will be confirmed annually as part of the budget process. The chart below reflects the currently planned timelines for each of the identified strategic priorities with the first priority being the organizational review. Once this review is completed, the outcome may influence, or change, the leadership accountabilities for the various priorities.



Corporate Initiatives

The corporate initiatives support the overall goals. They are in addition to the ongoing services provided by the Township and are intended to improve the quality of service offered to the community. In the event of resource limitations, they could be delayed or not pursued at all, assuming that there is no impact on the approved levels of service.

Quality of Life

- Explore opportunities to better access and expand the trail system
- Develop accessibility plans for all Township owned facilities
- Work with existing community stakeholders to attract and retain physicians
- Encourage the growth of the arts and culture sector



Source: Staff – Davies Family



Source: Resident

Environmental Stewardship

- Develop a plan to enable extended life of Township owned waste management site on County Road 18
- Develop streetlight guidelines
- Develop an energy conservation plan for Township facilities and equipment

Managed Growth and Development

- Explore the development of community improvement plans
- Develop strategies to support and promote home based businesses
- Explore the re-establishment of a Local Architectural Conservation Advisory Committee



Source: Staff - Building Department

Infrastructure Support

- Develop a lifecycle approach and plan for asset management

Fiscal Responsibility

- Initiate a planning cycle to support longer term capital budgets
- Implement a plan to achieve earlier adoption of annual budget



Source: Staff - Excavator

Operational Excellence

- Develop a standard approach to project planning and execution, including a standard set of templates, to increase the readiness of the Township to launch and successfully complete projects
- Develop staff through cross training to allow the Township to cover all of its core responsibilities
- Develop a comprehensive communications strategy
- Review existing service levels and adjust operating plans accordingly



Source: Resident – Fall View

Measuring Our Performance

The Township’s performance measures provide the framework to monitor and assess its performance in delivering against its vision, mission and goals. They are the “meter sticks” that will be used to track progress, identify the degree of success, and to anticipate and effectively respond to potential problems. They will also form an integral part of the decision making and resource allocation processes of the Township.

The table below outlines the performance measures and indicators that will be used by the Township. Targets for these measures will be set during the annual business plan/budget discussion.

Performance Measure	Performance Indicator
Quality of Life	
Arts & culture	<ul style="list-style-type: none"> ▪ # of arts and cultural events
Community participation	<ul style="list-style-type: none"> ▪ # of community events ▪ # of volunteers
Community quality	<ul style="list-style-type: none"> ▪ % level of citizen satisfaction (with quality of life)
Community safety	<ul style="list-style-type: none"> ▪ Fire response rate – initial call to arrival ▪ Crime rate per 1,000 population
Stakeholder involvement	<ul style="list-style-type: none"> ▪ # of community groups assisted
Environmental Stewardship	
Energy consumption	<ul style="list-style-type: none"> ▪ Consumption – Township facilities ▪ Consumption per kilometer – Township fleet
Green space	<ul style="list-style-type: none"> ▪ Parkland as a % of total Township area
Parkland area	<ul style="list-style-type: none"> ▪ Parkland area per 1,000 population
Solid waste reduction	<ul style="list-style-type: none"> ▪ Percent deposited vs. % diverted
Managed Growth and Development	
Activity ratio	<ul style="list-style-type: none"> ▪ # of jobs as a % of population ▪ Years of supply of serviced industrial land
Assessment	<ul style="list-style-type: none"> ▪ Industrial & commercial assessment as a % of total assessment
Quality of urban design	<ul style="list-style-type: none"> ▪ % level of citizen satisfaction (with urban design) ▪ # of heritage properties protected
Infrastructure Support	
Infrastructure management	<ul style="list-style-type: none"> ▪ Funded capital \$ as a % of total required capital \$ - existing infrastructure ▪ % of area covered by high speed internet or broadband ▪ % conversion of gravel roads to hard top

Performance Measure	Performance Indicator
Fiscal Stewardship	
Administration costs	<ul style="list-style-type: none"> Operating costs for governance and corporate management as a percentage of total municipal operating costs
Budget adherence	<ul style="list-style-type: none"> Variance between budgeted and actual expenditures Variance between budgeted and actual revenues
Competitive tax rates	<ul style="list-style-type: none"> Municipal taxes compared to other comparable municipalities
Overall fiscal management	<ul style="list-style-type: none"> Municipal debt charges as a % of municipal operating expenditures Total reserves per household Total taxes receivable as a percentage of total taxes levied
Operational Excellence	
Employee satisfaction/motivation	<ul style="list-style-type: none"> % level of employee satisfaction
Library Services	<ul style="list-style-type: none"> # of active volunteers in library operations (as opposed to Board members or fundraisers) # of new volunteers as a percentage of # of active volunteers in library operations Volumes in collection Circulation per volume held
Recreation	<ul style="list-style-type: none"> % of facility utilization # of facility usage by activity group
Service quality	<ul style="list-style-type: none"> % level of satisfaction with service delivery – residents % level of satisfaction with service delivery – businesses
Staff competency	<ul style="list-style-type: none"> % of employees meeting or exceeding performance standards
Staff development	<ul style="list-style-type: none"> % of payroll spent on training and development

Working Together

The values and operating principles of the Township shape and define how we actually work and are intended to guide the behaviours and actions of Council, staff, and volunteers.

Values

Our values represent our enduring beliefs. They are non-negotiable. They define the manner in which Council and staff will perform their duties and responsibilities. They will also guide the behaviours of those volunteers that work with the Township.

Our values are:

- **Integrity:** Demonstrating honesty and sincerity in everything we do
- **Trust and Respect:** Acting in good faith with due consideration and compassion for others
- **Accountability:** Taking personal responsibility for the impact and quality of our actions
- **Professionalism:** Consistently providing excellent service

Operating Principles

The operating principles define how the Township chooses to conduct its affairs given its vision, mission, and values.

We will:

- Strive for service excellence by anticipating and planning for the needs of our citizens while continually improving our service delivery
- Seek efficiency by eliminating unnecessary bureaucracy
- Respect, mentor, and support our staff
- Encourage a team environment to maximize results
- Reflect our fiscal priorities and make decisions that align with our strategic direction
- Ensure that all citizens are treated with professionalism

Appendix A

Summary of Township Services

Smith-Ennismore-Lakefield is the largest Township within the County of Peterborough with more than 318 square kilometers of land interspersed with stunning lakes and water bodies. The Township of Smith-Ennismore-Lakefield has been fortunate to have forward thinking Council representatives and staff which have contributed to the high quality of life enjoyed by residents. Each department provides their respective municipal services in a professional, financially responsible way with the ratepayer's quality of life in mind. Citizens enjoy living in a mainly rural community with many of the amenities of larger city living close at hand and have the benefit of the lowest property tax rate in the County of Peterborough.

Below is a summary of services offered by the Township. While each department has their own areas of responsibility, the Township's success in providing efficient and cost effective services is achieved through each department working in cooperation and supporting each others efforts. Council and staff continually review Township services and programs and implement any changes that will best serve its residents.

Fire Department

The Smith-Ennismore-Lakefield Fire Department consists of 5 Fire Halls, 86 Volunteer firefighters, including 3 full-time staff members, 8 Pumper Trucks, 1 Tanker Pumper, 5 Rescue Units, 3 Rescue Boats, and 2 - 60 Kilowatt mobile generators. Personnel respond to an average of 700 emergency calls a year over a large geographical area that is mostly rural.

Strong fire prevention and education programs are in place to help protect life and property in the Township.



Source: Staff – Firehall #2 - Lakefield

Police Services

Policing for Lakefield is provided by the Peterborough Lakefield Community Police Service. Policing for Smith and Ennismore is provided by the Ontario Provincial Police. Keeping our communities safe requires 20% of the municipal portion of the budget.

Public Works

Public Works is the largest Township department consisting of 20 full-time staff. The department is responsible for maintaining 310 kilometres of roads, 13,000 metres of sidewalks, and 550 streetlights. The department also operates three gravel pits, one of which is undergoing reforestation, an active Landfill site, winter maintenance, and road construction. The vast majority of road construction work is professionally handled in-house using Township staff, materials, and equipment. The department has actively replaced gravel roads with hard topped surfaces over the past few years. As of July 2007, 94% of the Township road system is hard topped with the ultimate goal of 100% hard topped surface achievable in the near future. Curbside garbage collection, contracted to a private waste collector, is coordinated by the Public Works department. The recycling and expanding organic waste collections are managed by the County of Peterborough.

Water and Sewer

The Village of Lakefield and the Woodland Acres subdivision are serviced by municipal water and sewer systems. These systems are operated on the Township's behalf by Peterborough Utilities Services Inc. The recently updated Lakefield water treatment plant is state of the art and the environmentally friendly lagoon system for wastewater treatment, services residents very well. The rural areas of the Township are serviced by private well and septic systems.

Building and Planning Department

The Building and Planning department is responsible for issuing building permits, providing inspection services, processing minor variance requests, other Planning Act applications, and the enforcement of various by-laws and planning documents including the Official Plan and Zoning By-law. In 2006, 358 building permits were issued by the Township representing construction value of over \$26.2 million. Proper building and planning must be managed with great care for sustainable and environmentally friendly development.

Parks and Recreation

The Parks and Recreation Department manages the operations of two Community Centres, both with ice arenas and banquet facilities, located in Ennismore and in Lakefield. In addition, throughout the Township, the department operates the Marshland Centre, outdoor sports facilities that include ball diamonds, soccer pitches, tennis courts, 5 playgrounds, 3 beaches, 52 hectares of parkland, and two beautiful trail systems. The Trent Severn Waterway runs through the municipality and seasonal and transient boaters are welcomed at the brand new municipally owned and operated Lakefield Marina.



Source: Staff – Marshland Centre

Each year, the Recreation Department directly supports community volunteers, in organizing Polar Fest and Polar Cup, the Jazz, Arts and Craft Festival, the Ennismore Shamrock Festival and Truck and Tractor Pull, and Lakefield Trail events. The department supports many other community events and organizations that provide sporting and recreational opportunities for all ages.

Libraries

The Smith-Ennismore-Lakefield Public Library system includes three fully integrated library branches, one in each ward of the Township. A strong volunteer base of 150 people provide approximately 19,000 hours per year of volunteer time. This strong community commitment, coupled with internet access to the system's full collection, free 'in-branch' computer access, and a series of exciting children's programs, generates much interest and use of our libraries.



Source: - Staff - Ennismore Library

Emergency Planning

An emergency control group, consisting of key municipal staff, is in place in the event of a wide spread situation to coordinate the Township's resources and ability to respond to an emergency. An approved written plan identifies community support systems and resources that are available to handle an emergency. Control group members receive regular training and conduct simulated emergencies to ensure preparedness. The Township works with a variety of other stakeholders including the County and City of Peterborough and Provincial Ministries to keep its plan up-to-date and relevant.

Economic Development

Through Township specific initiatives, and in partnership with the Greater Peterborough Area Economic Development Corporation (GPAEDC) and other stakeholders, municipal staff explore opportunities for sound, sustainable economic development. The Township adopted an Economic Strategy in 2002. Business Retention and Expansion programs, high speed internet initiatives, and support for tourism are some of the key areas to which the Township directs its resources.

Administration

The Administration department is responsible for the overall governance of the municipality under the direction of Council. The department manages the business of the municipality including record keeping, preparing Council agendas and minutes, implementing Council direction and initiatives, administering vital statistics and lottery licenses, website management, elections, communications, by-laws, and is the contact point for citizens, other government officials, businesses, etc.

Finance Department

The Finance Department manages municipal taxation, all aspects of Township accounting services, and coordination of technological support across Township departments. The Finance department distributes finance and taxation information to Council and the general public and is responsible for reporting financial benchmarks and performance measurements. Through sound financial management, Smith-Ennismore-Lakefield boasts the lowest municipal property tax rate in the County of Peterborough.

Acknowledgements

This Strategic Plan was initiated by the Council, Chief Administrative Officer and staff of the Township of Smith-Ennismore-Lakefield. The task of putting together this plan could not have been achieved without the support of Township senior staff and input from the community.

The Township was also supported in this process by Oliver Wyman – Delta Organization and Leadership.

Any questions, comments or feedback should be directed to the Township at (705) 292-9507 or (877) 213-7419, or via fax at (705) 292-8964, or via email at twpsel@nexicom.net

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