

Township of Cavan Monaghan

Corporate Strategic Plan
2012-2014



February 2012



Contents

1	Introduction	3
1.1	Purpose of the Plan.....	3
1.2	Strategic Planning Process	4
2	Corporate Mission, Vision and Key Principles	5
2.1	Mission Statement.....	5
2.2	Vision.....	5
2.3	Key Principles	5
3	Goals and Objectives.....	7
4	The Context for Change.....	8
4.1	Our Community is Growing	8
4.2	Economic Performance Mirrors Province and County	10
4.3	Planning for the Future is Underway.....	13
5	The Community’s Voice.....	16
5.1	Needs, Values and Aspirations	16
6	SWOT Assessment	18
6.1	Strengths	18
6.2	Weaknesses.....	19
6.3	Opportunities.....	21
6.4	Threats	22
7	Corporate Actions for 2012- 2014.....	24
8	Implementation Plan	29
8.1	Monitoring and Reporting.....	36
8.1.1	Departmental Business Plan Report Cards	36
8.1.2	Corporate Strategic Plan Annual Report	36

Appendix A – Key Findings Report

Appendix B – Community Engagement Summaries

Cover Image Courtesy of the Township of Cavan Monaghan



Building our Future Together

One of the many initiatives that Council and Staff undertook during our first year was the development of a Corporate Strategic Plan for the Township of Cavan Monaghan. Over the past six months the Community, Staff, and Council have shared ideas and established priorities that will help guide the decision making process for the short, medium and long term, determining what kind of community we will become.

We would like to thank everyone for their comments and participation in this process. You helped to clarify the challenges and opportunities that lie before us. By identifying our priorities and planning how to bring them about, we will continue to build a community where we can “Have it all. Right here.”

Mayor John Fallis



Township of Cavan Monaghan Members of Council & Administration, 2010-2014

Top Row: Left to Right: Councillor Jim Chaplin, Councillor Lynda Todd, Deputy Mayor Scott McFadden, Councillor Tim Belch.

Second Row: Left to Right: Gail Empey, Clerk, Mayor John Fallis, Yvette Hurley, CAO.

Photo Courtesy of: Township of Cavan Monaghan



1 Introduction

Strategic planning is one of the most important tools that a municipality can use to bring together the public, municipal Staff and members of Council in the development of a common vision, direction and goals for a community. It can also function as an accounting mechanism, allowing management and the public to evaluate progress and ensure that the municipality is moving in the right direction.

Rather than simply reacting to change, municipalities can examine issues and concerns with the goal to create a community that is sustainable, providing opportunities for business and economic growth, and a healthy lifestyle, while at the same time protecting its social and cultural connections.

While community sustainability doesn't necessarily imply growth or expansion, it does imply change. The decisions made, or not made will shape how a community develops and prospers. A Corporate Strategic Plan therefore, builds an overall vision for a community and guides municipal decision making that will move the community towards its desired state. The plan also assists with prioritizing the management and use of the local assets as well as human, financial, physical and environmental resources.

1.1 Purpose of the Plan

The Township of Cavan Monaghan has worked hard in recent years to bring together three separate and distinct wards and take advantage of the economies of scale offered by a larger single organization in the delivery of services to the municipality. However, Council and the Township's Senior Management Team recognize that looking at services and issues in isolation is not an effective way to manage the growth and development of the municipality.

In developing a Corporate Strategic Plan, the Township of Cavan Monaghan will set a course for its future. Specifically, the Plan will:

- Provide structure for mutually accepted goals and a common agenda for moving forward as a community over the next three years;
- Define the purpose of the community at large and its role in achieving stated goals, and;
- Balance the aspirations of the community with municipal and local resources.

A detailed action plan targets the goals set out in this plan and contributes to the long term vision for the community. It also acts as a 'measuring stick' against which to evaluate decisions that will keep the municipality on course in the coming years.

"We need to be ahead of the changes...not always reactionary, we need to plan things in advance".

-Community Stakeholder Interview



1.2 Strategic Planning Process

In developing a Corporate Strategic Plan consideration has been given to a range of information related to the Township's future growth and development. This has been accomplished, in part through the development of a community profile that addresses the Township's current socio-economic condition and the health of the community, broadly speaking. This provides an understanding of the Township's relative competitive position in the Greater Peterborough Area and the Province as a whole. A detailed narrative is provided in Appendix A – *Key Findings Report*.

Consideration has also been given to the Township's Official Plan and the changes in the policy framework that have resulted from its 5 year review. As well, the programming and services that exist within the Township were also considered.

A broad based community engagement process was also undertaken. Beginning in July 2011, twenty-five interviews were completed with community and business leaders, economic development stakeholders, Council and Township staff. In addition, the Township hosted two focus groups where approximately 23 people provided their input on the direction and focus for the Township's Corporate Strategic Plan. An online survey that attracted a further 194 residents was also used to collect input from the community. At each point in the strategic planning process participants were asked to identify the assets, opportunities, priorities and vision for the community. A summary is provided in Appendix B.

Overall guidance and direction for the creation of the Corporate Strategic Plan was provided by the Chief Administrative Officer with input from the Township's Senior Management Team and Council.



Photo Courtesy of: Township of Cavan Monaghan



2 Corporate Mission, Vision and Key Principles

Local government operates in a unique environment, in that it is a single organization providing a diverse range of services to both local residents and businesses. Although this is done in the context of today's needs, planning and decision making must be future oriented and forward thinking.

For small, rural municipalities like the Township of Cavan Monaghan, municipal services are delivered in the face of ever increasing demands for accountability, improved service delivery and cost management.

2.1 Mission Statement

A **mission** statement captures the reason that the Township of Cavan Monaghan exists, and guides the actions of the Municipality.

The Township of Cavan Monaghan is committed to delivering responsive and cost effective services that provide for the economic, social and environmental well-being of our ratepayers now and into the future.

2.2 Vision

Based on input from residents, businesses, community organizations, municipal Staff and members of Council, a comprehensive **vision** was created for the community.

Cavan Monaghan is a strong, sustainable rural community. We celebrate, protect and promote our unique history and natural heritage, and value the contribution and interests of all ratepayers in building a prosperous future.

2.3 Key Principles

The Township of Cavan Monaghan's Corporate Strategic Plan is premised on conducting municipal business based on **key principles** that reflect the goals, values and aspirations articulated by the community at large:



1. **Operational Performance Excellence**

- *Council and Staff will conduct itself in a manner that is affordable to local taxpayers while protecting future generations from being burdened by debts and deficits that they cannot afford.*

2. **Building a Strong Community**

- *Decisions will be made in a balanced, transparent and flexible manner that includes a broad range of interests and perspectives and reflect community values.*

3. **Growing our Local Economy**

- *Community economic development initiatives will be designed to maintain and enhance a healthy community and foster the attraction, retention, and expansion of business to the Township.*

4. **Respect for our Rural Environment**

- *Growth in our community will be sustainable and reflect the rural nature of the Township.*



Photo Courtesy of: Township of Cavan Monaghan



3 Goals and Objectives

The **goals** and strategic **objectives** contained in the plan build on the mission, vision and principles established through the strategic planning process.

Each goal, which sets the direction of the Township in its day to day operations, is supported by strategic objectives. These objectives are areas where the Township will focus its efforts over the next three years. A number of specific actions will guide the Township in achieving its goals and objectives over the long term and are outlined in detail in Section 7.

Goal 1: Strengthen our long term financial planning

Strategic Objective: Improved decision making and organizational performance relating to financial management.

Goal 2: Provide efficient and sustainable municipal and community infrastructure

Strategic Objective: Investment in community infrastructure that reflects our rate of growth and rural nature.

Goal 3: Create an environment that supports local business and the attraction of visitors to the community

Strategic Objective: A heightened level of business activity in the Township's employment areas.

Goal 4: Engage residents and stakeholders in community issues and interests

Strategic Objective: Enable greater local awareness and interest in the issues impacting the future of the municipality.

Once Council has adopted the Corporate Strategic Plan, the Township will move forward with its implementation. The 2012 budget will take into account the new strategic plan and will incorporate short term actions as appropriate.



4 The Context for Change

4.1 Our Community is Growing

As shown in Figure 1, the Township of Cavan Monaghan is located southwest of the City of Peterborough and close to the Greater Toronto Area. While predominantly rural, Cavan Monaghan is a growing community and the community places a high value on the rural landscapes and small town atmosphere that is evident in the wards of Cavan, Millbrook and North Monaghan. With its quality of place, Cavan Monaghan has been a community of choice for an increasing number of families and individuals, as well as creative economy workers. Assets such as the natural environment, cultural amenities and attractions, historic sites and residential properties are attractive features that continue to draw residents and visitors alike.

“Younger families are arriving with fresh ideas...you can feel a bit more of a revival in the air”.

-Community Stakeholder Interview

Figure 1: Location Map of Cavan Monaghan



Source: Ontario Ministry of Municipal Affairs & Housing, 2011.

Cavan Monaghan currently has a population of 9,235 persons with expectations that this will increase to 12,250 by 2031. The changes in population structure in both Cavan Monaghan and the Greater Peterborough Area¹ followed similar trends from 2001 to 2006. Within that time period, population growth in Cavan Monaghan was moderate, constrained in part by water and sewer capacity, increasing by only 4.4%, which was

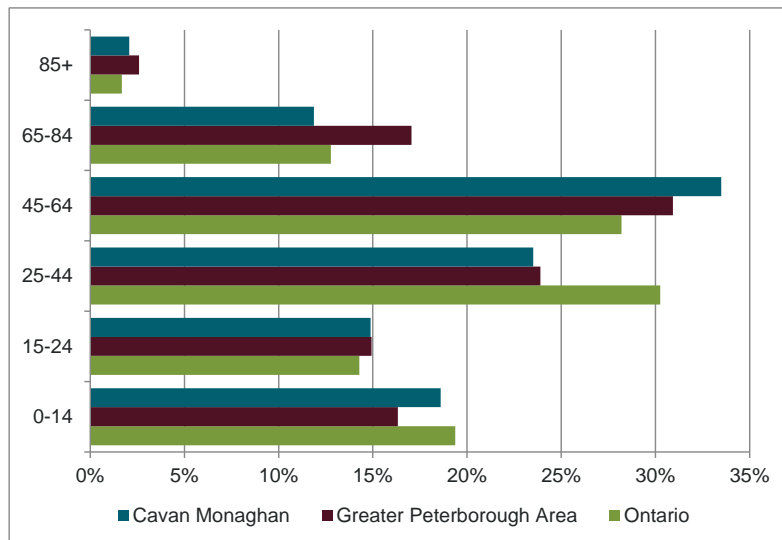
¹ Reflects the Statistics Canada definition of Peterborough County



less than the growth experienced by the Greater Peterborough Area and the Province of Ontario. While the Township will remain largely rural in the future, the identification of the City of Peterborough as an urban growth centre, under the Province's *Places to Grow* Plan requires that the Township of Cavan Monaghan be better prepared to service the growth demands that will emerge locally as a result of a changing regional economy.

Based on the 2006 census, the age structure of the population in Cavan Monaghan suggests that the dominant category is persons 45-64 years of age (Figure 2). This is a slightly older age profile than the Province and the Greater Peterborough Area, as many in this group will be nearing retirement in the coming years. Of interest however, is the youth population, where Cavan Monaghan has a higher percentage of youth in the 0-14 age category than the County. Also, in the 15-24 age category Cavan Monaghan and the Greater Peterborough Area have a slightly higher population in the 15-24 age category as compared to the Province. This can likely be attributed to the presence of Trent University in the City of Peterborough. Going forward, an important consideration for the Township will be the provision of services and amenities for these age groups.

Figure 2: Age Structure, 2006²



Source: Derived from Statistics Canada (Census of Population, 2006) by Millier Dickinson Blais Inc.

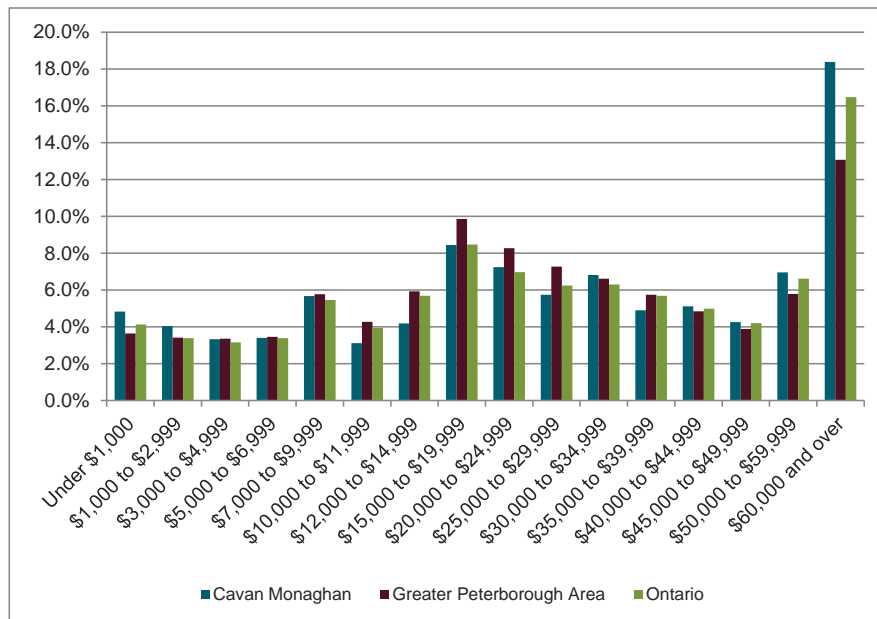
In terms of income data, recent data reveals that Cavan Monaghan's population has a higher percentage of earners in the \$60,000+ income bracket than either the Greater Peterborough Area or the Province of Ontario (Figure 3). It is worth noting however, that almost 10% of Cavan Monaghan's population earns between \$15,000 and \$20,000, which would be considered low income. Further, the average income in Cavan Monaghan in 2005 was \$37,157, as opposed to \$32,669 in the Greater

² Statistics Canada age categories have been collapsed for illustration purposes



Peterborough Area, yet slightly below the Provincial average of \$38,099. This range of income earners will have an impact on the types of businesses and community services demanded by the community.

Figure 3: Total Income, 2005



Source: Derived from Statistics Canada (Census of Population, 2006) by Millier Dickinson Blais Inc.

These socio-economic indicators provide an understanding of the changing nature and character of the Township and the direct impact that these factors can have on the services and amenities that the community will demand – from the retail shopping experience, the need for employment opportunities, and the choice of housing and recreational activities.

4.2 Economic Performance Mirrors Province and County

Understanding the competitive positioning of Cavan Monaghan is also vital to the development of the Corporate Strategic Plan, as it has direct bearing on the Township’s ability to attract residential and employment growth. The Key Findings Report, (Appendix A) details a full competitive analysis and benchmarks Cavan Monaghan against the Greater Peterborough Area and the Province of Ontario.

An examination of employment trends in the Township suggests that Manufacturing, Retail Trade, Health Care and Social Assistance, Educational Services and



Construction comprise the top five industry sectors in Cavan Monaghan³. Figure 4 demonstrates that the Greater Peterborough Area and the Province of Ontario have similar employment concentrations. It is interesting to note that despite being a predominantly rural community, Agriculture, Forestry and Mining comprises only 3.9% of all employment.

Figure 4: Employment by Industry, 2006

NAICS Category	Cavan Monaghan	Greater Peterborough Area	Ontario
11 Agriculture, forestry, fishing and hunting	3.9%	2.1%	1.8%
21 Mining and oil and gas extraction	0.3%	0.6%	0.4%
22 Utilities	2.5%	1.4%	0.8%
23 Construction	8.3%	7.4%	5.9%
31-33 Manufacturing	13.3%	10.8%	13.9%
41 Wholesale trade	4.9%	3.6%	4.7%
44-45 Retail trade	8.6%	12.7%	11.1%
48-49 Transportation and warehousing	5.9%	4.0%	4.7%
51 Information and cultural industries	1.7%	2.0%	2.7%
52 Finance and insurance	1.8%	2.7%	4.9%
53 Real estate and rental and leasing	1.0%	1.8%	2.0%
54 Professional, scientific and technical services	5.3%	4.8%	7.3%
55 Management of companies and enterprises	0.2%	0.1%	0.1%
56 Administrative and support, waste mgmt., etc.	4.0%	5.0%	4.9%
61 Educational services	7.9%	8.2%	6.7%
62 Health care and social assistance	11.3%	12.5%	9.4%
71 Arts, entertainment and recreation	3.3%	2.6%	2.2%
72 Accommodation and food services	4.3%	8.1%	6.4%
81 Other services (except public administration)	4.7%	4.8%	4.7%
91 Public administration	6.7%	5.0%	5.4%

Source: Derived from Statistics Canada (Census of Population, 2006) by Millier Dickinson Blais Inc.

Of note is the change in employment between 2001 and 2006, where employment in Manufacturing and Retail Trade decreased by 5%, and employment in Professional, Scientific and Technical Services increased by 130% and employment in Arts, Entertainment and Recreation increased by 94%. This suggests a shift towards more knowledge-based employment opportunities.

While agriculture does not provide substantial employment in the Township, the community has a heritage of family run farm operations and still has a high concentration of economic activity related to agriculture.

The 2006 Census of Agriculture recorded 212 farms in Cavan Monaghan, which represents 17.8% of reported farms in Peterborough County. An examination of the types of farms captured by the census reporting suggests that in 2006, approximately 186 are involved in the production of food, as illustrated in Figure 5. Regionally and locally, there is a growing local food movement, supported by initiatives such as

³ Note: Refers to employment by industry. Workers employed in these sectors may not be located in Cavan Monaghan



Kawartha Choice Farm Fresh, Peterborough and District Farmer's Market and the Millbrook Farmer's Market that connect producers to consumers.

Figure 5: Approximate total of food producing farms, 2006

Type of Farm	Total Farms Reporting
Pig	9
Cattle/Calves	101
Sheep and Lamb	8
Goat	8
Bison	2
Deer/Elk	3
Hens/Chickens	30
Vegetables	15
Greenhouse Vegetables	1
Fruit/Berries/Nuts	9
Total	186

Source: Derived from Statistics Canada (Census of Agriculture, 2006) by Millier Dickinson Blais Inc.

While dominated by a service economy, Cavan Monaghan also has a strong creative cultural community. The Township has a concentration of people employed in Business, Finance and Administration, as well as Natural & Applied Sciences when compared to the Greater Peterborough Area and even the Province. Looking specifically at creative occupations, Cavan Monaghan is largely on par with the Greater Peterborough Area and Ontario at 28.3%, 31.5% and 34.7%, respectively. This suggests that Cavan Monaghan has a competitive position in the attraction and retention of individuals that work in the creative economy.

However, it is worth noting that recent labour statistics indicate that 12% of Cavan Monaghan's population are employed in the community, while 49% travel to the City of Peterborough for employment (Figure 6). Cavan Monaghan residents also commute to Oshawa, Kawartha Lakes, Clarington and Toronto. This suggests that while Cavan Monaghan is attracting creative workers to live, it is not providing employment options that enable them to work in the community.



Figure 6: Cavan Monaghan Population by Place of Work, 2006

Place of Work	Total	% Total
Peterborough	1660	49%
Cavan Monaghan	420	12%
Oshawa	365	11%
Kawartha Lakes	265	8%
Clarington	135	4%
Toronto	120	4%
Pickering	75	2%
Otonabee-South Monaghan	60	2%
Whitby	55	2%
Smith-Ennismore-Lakefield	50	1%
Vaughan	45	1%
Cobourg	45	1%
Scugog	35	1%
Port Hope	30	1%
Markham	30	1%
Ajax	20	1%

Source: Derived from Statistics Canada (Census of Population, 2006) by Millier Dickinson Blais Inc.

A further consideration of the Township's competitive position is the nature of the local business community. Not surprisingly, the local economy is characterized by a high proportion of small businesses, with 66.4% of all businesses employing less than 5 employees. However, the Township also demonstrates the capacity to attract and sustain larger businesses as evidenced by the presence of Nexicom, Kawartha Downs and Sysco among others. While the Township is not a direct competitor to the City of Peterborough, or other more urban communities in the attraction of business and investment, its proximity and access to Highway 115 and the future Highway 407 extension could and should be more effectively leveraged as part of its long term growth and development.

4.3 Planning for the Future is Underway

In developing the Corporate Strategic Plan consideration has also been given to the community's existing policy framework and the broad based planning efforts that are underway that have a direct bearing on the overall development and management of the Township in the coming years. A focused review of municipal documents (Figure 7) was conducted to ensure effective alignment between the Township's existing framework for growth, and the direction provided in the Corporate Strategic Plan. A detailed narrative of this review can be found in Appendix A.



Figure 7: Current Planning Framework

Township Plan	High Priorities
Township of Cavan Monaghan Official Plan	Official Plan update is underway. To be submitted to the County of Peterborough for approval in February 2012.
Township of Cavan Monaghan Parks and Recreation Master Plan (2011)	44 (out of 84) high priority recommendations identified for completion within 1-3 years of plan adoption.
Master Fire Plan (2010)	11 high priority recommendations slated for completion in 1-3 years.
Cultural Resource Mapping (2011)	No timeline attached to report recommendations.
Trail Master Plan (2010)	3 high priority recommendations for completion in 1-3 years.
Roads Needs and Structures Study (2010)	Overall recommendation: An expenditure of at least \$970,000 per year is required to make progress and improve the overall condition of the road network.
Accessibility Plan	Annually reviewed and updated with the goal of eliminating barriers to accessibility in the Township.

While many of these plans have yet to be adopted by Township Council, they highlight the municipal and community needs over the near to longer term and serve to frame the discussion of how the planning and decision making within the Township is future oriented and progressive in its thinking.

Additionally, an update to the Township’s Official Plan is underway and a new plan will be submitted to the County of Peterborough in early 2012. Objectives for the Official Plan include:

- **The establishment of a balanced relationship between development and the environment by preserving natural features and ecological systems**
- **The recognition of agriculture as a primary activity and land use in the Township**
- **The protection of land suitable for agriculture from scattered development and land uses unrelated to agriculture**
- **The recognition that built heritage, cultural landscapes and archaeological resources contribute to the community’s quality of life experience**

A primary challenge for the Township at this time however, is the lack of detailed implementation plans associated with several master plans and the corresponding lack of understanding of how to manage the competing priorities moving forward. Broadly speaking, the lack of a strategic framework and the mechanisms for effective decision making has hampered the progress of the community on a number of levels and



caused confusion both internally and externally as to the long term plans of the Municipality.

On the whole, the Township would benefit from a better understanding of the short, medium and long term priorities of each department, particularly regarding the implementation of master plans. While the existing policy framework in Cavan Monaghan provides a solid foundation on which to initiate the strategic planning process, additional planning is still required to ensure the effective implementation of these plans and the rationalization of resources required for this effort. The development and implementation of a corporate strategic plan will assist with this effort.



Township of Cavan Monaghan Municipal Office
Photo Courtesy of: Township of Cavan Monaghan



5 The Community’s Voice

The opinions and perspectives of local residents, business leaders, community stakeholders, politicians and municipal Staff have been taken into consideration in the development of the Corporate Strategic Plan. Community engagement is considered a vital component of the planning process, as it enables a relevant and current assessment of the Township’s strengths and weaknesses, and gathers a broader understanding of the needs, values and aspirations of the community as a whole.

5.1 Needs, Values and Aspirations

The community was engaged in a variety of ways including one-on-one interviews, focus groups and a community survey that attracted both business owners and residents of the Township. A summary of the community engagement process is found in Appendix B. In all, approximately 250 individuals participated in this process.

Throughout the process the community was asked to provide input to a series of questions, with a particular focus on:

1. What is your vision for the community?
2. What constrains the community’s ability to achieve this vision?
3. What do you see as the top priorities for the Township over the next three years?
4. What is the Municipality’s role in addressing these priorities?

Figure 8 illustrates the opinions that emerged as to the perceived needs, values and aspirations of the community.

Figure 8: Needs, Values and Aspirations Matrix

Needs	Values	Aspirations
<ul style="list-style-type: none"> ■ A completed Official Plan ■ Community recreation – playing fields, trails, additional programming for all demographics and a new recreational centre ■ A community vision and political leadership ■ Investment in municipal infrastructure to manage expected community growth (roads, sewer, water, etc.) ■ Protect, conserve and manage natural and cultural heritage through heritage districts and designations ■ Redevelopment and Revitalization of: downtown 	<ul style="list-style-type: none"> ■ Location of the community for economic opportunities; proximity to urban areas ■ Community’s heritage and history ■ Natural environment, quiet, beautiful, peaceful rural atmosphere ■ Community organizations ■ Local food: Farmer’s Market, community garden ■ Protection of agricultural sector and our natural heritage ■ Community spirit ■ Local volunteers ■ Safety; community policing 	<ul style="list-style-type: none"> ■ Maintain the unique history and character of the place ■ Farmland will continue to produce local food that can continue to feed the community ■ The community is a place of environmental sustainability ■ Millbrook is revitalized, developed and vibrant, every store is in good repair ■ There are adequate recreational opportunities ■ Infrastructure is updated and road construction and maintenance are prioritized and acted upon ■ Promotion of heritage and



Needs	Values	Aspirations
<p>Millbrook, Millbrook Correctional Facility site and Needler's Mill</p> <ul style="list-style-type: none"> ■ Business attraction, generate local employment opportunities, support for small businesses ■ Space and support for artists ■ A volunteer database for community organizations ■ Additional day care & senior services; a weekly shuttle to Peterborough ■ Increase knowledge of what resources are in the community ■ Enhanced marketing: identity 	<ul style="list-style-type: none"> ■ Amenities that make it a good place to raise a family ■ Cultural heritage; local artists in the community ■ Recreation for children, families and seniors ■ Community Services: Libraries, community policing and waste management ■ Low taxes ■ Smart development (balance between growth and environment) ■ Being a unique community; not being a bedroom community 	<p>history and cultural tourism</p> <ul style="list-style-type: none"> ■ Seniors can live healthy, safe lives because they are advocated for ■ New jobs are created in the community ■ Balanced distribution of OLG funds to enhance the Township ■ Industrial areas are used and have attracted businesses to the area ■ Citizens are actively engaged in beautification projects/gardens/parks, etc.

In terms of the priorities for the community over the next three years, the community identified five issues. These issues are listed below according to how frequently they were repeated during the community engagement process.

- 1. Develop a recreation facility**
- 2. Put in place a smart Official Plan**
- 3. Revitalize downtown Millbrook**
- 4. Maintain and improve Township roads**
- 5. Innovative economic development**

The Township was cited as having a major role in the implementation of each of these efforts. The exception was the revitalization of downtown Millbrook where the Township was identified as an enabler or partner with business and community groups.

Other less frequently identified priorities included keeping taxes low and capitalizing on development in the Fraserville/airport area. In both instances however, the Township was seen as having a major role in moving the priority forward.



6 SWOT Assessment

An assessment of Cavan Monaghan’s strengths, weaknesses, opportunities and threats (SWOT) is intended to provide an overview of key issues that directly inform the Corporate Strategic Plan. Strengths are the unique factors or assets that provide the community with a current competitive advantage and need to be protected and capitalized upon. Weaknesses are areas of current competitive disadvantage which may require strengthening or repositioning. Opportunities are situations that present the chance for future competitive advantage or community enhancement and directly influence the types of strategies that can be proposed, while threats are external situations that present challenges to a community.

This SWOT assessment has been compiled based on background research, recent socio-economic data and the results of the community engagement.

6.1 Strengths

It is essential that the Corporate Strategic Plan leverage the unique assets and characteristics of the community in a way that will lead to long-term community and economic sustainability. The following strengths are some of the key elements that can be reinforced through the Corporate Strategic Plan.

Prime Location & Strong Transportation Linkages: Cavan Monaghan is strategically located in proximity to larger urban centres such as the City of Peterborough and the Greater Toronto Area. The community is regionally connected by Highway 115, Highway 7 and close to Highway 401. In the coming years, Highway 407 Electronic Toll Route will be extended to reach Highway 115, further connecting Cavan Monaghan to the surrounding community and beyond. As well, the Peterborough Municipal Airport is located within Cavan Monaghan. There is also GO service from Peterborough, with a stop in Cavan Monaghan. The location of Cavan Monaghan and its transportation connectivity is considered a strength that can be leveraged through effective marketing.

A High Quality of Place: Cavan Monaghan has a number of natural and cultural heritage amenities that are considered community strengths. Throughout the community engagement process, one of the strongest themes was the value put on quality of place features that make the community unique. Heritage buildings, clean water, trails, parks and the community’s “small town, rural atmosphere” were all cited as significant differentiating characteristics. Protecting and continually enhancing the high quality of place in Cavan Monaghan was identified as community value.

A Strong Sense of Community: One of the key findings from the community engagement process was the strong sense of ‘community’ that is emerging in Cavan Monaghan. Many community members suggested that despite disagreements that may occur, the broader community will band together over an issue they are

“The spirit of cooperation between individuals, groups and organizations has skyrocketed in the past 5 years. Every opportunity must be used to reinforce this behaviour”.

-Community Stakeholder Interview



passionate about. This is reflected by the level of volunteerism in the Township, which has traditionally been very high.

A Skilled Workforce: The majority of residents in Cavan Monaghan are employed in manufacturing, construction, healthcare and social assistance and educational services occupations. Cavan Monaghan also has a slightly higher percentage of occupations in professional, scientific and technical services (5.3%) than the Greater Peterborough Area (4.8%), which are important knowledge-based occupations. This occupation category has also seen an increase in employment between 2001 and 2006.

A Concentration of Artists & Creative Occupations: Cavan Monaghan has only a slightly lower concentration of creative occupations at 28.3% than the Greater Peterborough Area (31.5%) and the Province of Ontario (34.7%). This further reinforces the presence of a creative workforce and concentration of cultural activity in the community. The community has suggested that there is a significant concentration of artists in Cavan Monaghan that can be better leveraged for visitor attraction purposes, as some of them are world-renowned.

A Robust Agricultural Community: Agriculture is a significant industry in Cavan Monaghan. The Census of Agriculture showed that farms in Cavan Monaghan are producing a wide variety of food, including vegetables, livestock, poultry and fruit. There are also initiatives regionally and locally that work to promote local food consumption such as the Kawartha Choice Farm Fresh, Peterborough District Farmer's Market and the Millbrook Farmer's Market. The community engagement process emphasized the need to protect agricultural land, and more effective promotion of local food initiatives and support for local farmers.

Healthy Business Environment: The majority of businesses in Cavan Monaghan are small, home-based businesses. However, there are a number of large employers that play a significant part in the local and regional economy, such as Nexicom. The business environment has been characterized as healthy, and businesses are supported by the Millbrook Business Improvement Area, Chamber of Commerce and the Greater Peterborough Area Economic Development Corporation.

Quality of Community Services: The community is home to a strong, well-used library system, ranked as the highest quality service provided by the Township in the community survey. This was followed by Fire and Police services ranked as the second highest quality service. Generally, the community suggested that the services available in Cavan Monaghan are of a good quality.

“The whole Township, but especially Millbrook needs to become more of a destination for people to shop, dine, visit and walk the trails...I think it’s possible”.

-Community Stakeholder Interview

6.2 Weaknesses

While the previous section outlined Cavan Monaghan’s strengths, this section discusses the weaknesses that constrain the community. It’s vital that action is taken to address these barriers to success.



Update to the Official Plan: The 5 year review and update to the Township Official Plan was underway during the development of the Corporate Strategic Plan. Not having an updated policy framework in place to guide growth and development is considered a significant weakness for the Township. During the community engagement process residents of Cavan Monaghan also voiced their frustration with the Official Plan process and considered the lack of an updated Plan as one of the greatest barriers to success for the community.

Commuter Out-flow & Limited Employment Opportunities: Recent data suggests that only 12% of Cavan Monaghan residents remain in the Township for employment, with the majority traveling to the City of Peterborough for employment. This also suggests that employment opportunities are limited in Cavan Monaghan, which was a key finding from the community engagement. Generally, residents felt that there were not enough jobs in Cavan Monaghan and that greater employment opportunities were needed locally.

Lacking Support for Local Businesses: There are a number of entrepreneurs and small businesses in the community that feel they need additional support by way of grants/loans and local consumer support. Business respondents to the community survey indicated that creating opportunities for existing businesses and investment in small and home-based businesses were the most important factors in the future growth of Cavan Monaghan. The Township was identified as taking a stronger role in supporting local businesses through advertising/marketing.

Limited Access to Grant Funding: Community organizations and local businesses suggested that there are very limited local financial resources available in Cavan Monaghan. A lack of grant funding and a lack of knowledge on what types of grants or funds can be utilized by community organizations and businesses was identified as a weakness in Cavan Monaghan.

Lacking Retail Opportunities: The limited retail shopping opportunities in Cavan Monaghan have resulted in more people travelling to Peterborough to shop, even for groceries. Downtown Millbrook in particular is not considered the vibrant retail centre that it could be by community members.

Perception of Inadequate Recreational Facilities: One of the key findings from the community engagement process was the perception that the Township does not have adequate facilities to meet the recreation, arts and cultural needs of its residents. The survey showed that business owners and community members felt the quality of parks and recreational facilities and services was somewhat low. The community identified the need for more arts and culture programming and state of the art recreational facilities and parks.

Lack of Community Services for Senior Citizens, Children and Youth: Another key finding from the community engagement process is the perceived lack of services for seniors, children and youth in the community. The lack of day care services was a significant weakness that was highlighted by community members.

“The buildings throughout the Township, the old farms, the little churches, the heritage houses and buildings in Millbrook should be protected in some way”.

-Community Stakeholder Interview



Economic and Community Development Services: The survey suggests that business owners and community members are not satisfied with the level of economic and community development services in Cavan Monaghan.

The Need for a Community Vision: Based on the engagement process, community members have suggested that they want to see a vision for the community along with greater political will to make things happen.

Effective Marketing and Promotion: The lack of effective marketing and promotion of community assets and local business has contributed to the perception that Cavan Monaghan is not a destination for people. A stronger brand/identity is required to demonstrate why the community is unique.

Community Engagement in Decision-making: There was a strong sentiment in the community that the Township needed to engage the community in a more meaningful way in decision-making. There is currently very limited outreach done by the Township, which was viewed by some as a barrier to future success.

6.3 Opportunities

There are a number of opportunities in Cavan Monaghan that can be realized through strong community planning, economic development and good governance. The following are some of the opportunities influencing the direction of the Corporate Strategic Plan.

Manage Future Growth: According to the community survey, the highest rated factors related to future growth include: community beautification, enhanced recreational facilities and programs for children and youth, enhanced healthcare services, increased number of visitors and tourists to the community, preservation and conservation of the community's natural and cultural environment. Completing the update to the Official Plan was voiced as a significant opportunity to shape the future of the Township and ensure that Cavan Monaghan is a sustainable community.

Community Revitalization and Redevelopment: The community engagement process highlighted the revitalization of downtown Millbrook and the redevelopment of the Millbrook Correctional Facility site as high priorities for the Township. The survey also suggested that the redevelopment of the Millbrook Correctional Facility is an opportunity for Cavan Monaghan to differentiate itself from other communities.

Increase Investment Potential and Small Business Development: The Peterborough Municipal Airport expansion was viewed as an opportunity to attract and retain businesses in Cavan Monaghan. In addition, the location of the Township and the network of transportation linkages could be better leveraged for business attraction. Creating an enabling environment for small business and entrepreneurs through innovative economic development initiatives was also viewed as an opportunity for Cavan Monaghan.

Effectively Leverage Local Assets: Cavan Monaghan is seen as home to a range of assets and experiences that contribute to the community's high quality of life. Efforts

“Artists and musicians in the area and fine artists, and their contribution should be appreciated, and there should be venues for them to bring their art to the community”.

-Community Stakeholder Interview



are required to ensure that they are maintained, enhanced and more effectively leveraged to attract a creative workforce, investment, visitors and new residents. The community believed that designating downtown Millbrook as a heritage district would preserve the historic significance and quality of place attributes that make it unique. Throughout Cavan Monaghan, there are a number of artists, who would like to see more exhibition space and promotion of the artist community. A number of business owners who responded to the survey also suggested that Cavan Monaghan can differentiate itself from other communities by leveraging the agricultural industry and building a culture of local food production and consumption.

Enhancing Community & Recreation Services: The population in Cavan Monaghan is aging; yet, there is evidence of younger families moving into parts of the community. Future growth of the Township however, may depend on the community and recreation services and amenities that are available. A significant theme during the community engagement process was the need for enhanced recreational and community services for residents of all ages. The desire for a new recreational facility in the community was a primary consideration for most residents.

Ongoing Community Engagement: Sharing information and enabling dialogue with all members of the community on a continual basis was highlighted as an opportunity to bridge the perceived 'gap' between the wards in Cavan Monaghan. When asked how the Township can continue to better plan for the future, it was felt that better mechanisms to include residents in Township decision-making were essential.

Partnerships & Collaboration: An opportunity to form stronger partnerships and greater collaboration between the community organizations, businesses and the Municipality was an important theme emerging from the community engagement process. Pursuing partnerships to advance community objectives was identified as a method to rally resources for initiatives in Cavan Monaghan. As part of this effort consideration should be given to more effectively engaging the community and stakeholders in the plans and initiatives of the Municipality.

6.4 Threats

An important measure in the strategic planning process is how well a Municipality addresses and manages the external threats that can act as barriers to emerging opportunities. The following discussion lays out some of the key threats facing Cavan Monaghan.

Projected Growth: The Greater Golden Horseshoe region is slated to experience significant growth pressure, with population projections and Provincial policy in place to manage growth to 2031. The population dynamics of the region are out of the control of the Township of Cavan Monaghan, yet the Municipality can ensure that policy is in place and tools are available to manage growth over time.

Provincial Regulatory Environment: The Township of Cavan Monaghan has no control over Provincial policy directions. The Municipality is obligated to align local policy direction with legislation such as the Oak Ridges Moraine Conservation Plan



and the Provincial Policy Statements. Working within the Provincial policy framework can challenge local planning and development decisions in Cavan Monaghan.

Ownership of the Millbrook Correctional Facility: While the redevelopment of the Millbrook Correctional Facility has been identified by the community as a priority area for Cavan Monaghan, this site is not under the control of the Municipality as it is owned by the Ontario Realty Corporation. Until the Phase II Environmental Site Assessment (EA)⁴ for the property is complete, the Township will have limited influence on the timing of any future use of the site.



*Downtown Millbrook
Photo Courtesy of: Township of Cavan Monaghan*



*Township Vista
Photo Courtesy of: Township of Cavan Monaghan*

⁴ In May 2010, the Environmental Site Assessment (EA) Phase I report recommended a Phase II EA was necessary to identify if contaminants are present on-site. At the completion of the Corporate Strategic Plan, the Phase II EA was underway.



7 Corporate Actions for 2012-2014

The development and implementation of a Corporate Strategic Plan will pay significant dividends for the community and the Township of Cavan Monaghan. Firstly, it identifies the steps to follow that build on the input and insight received during the community engagement process. The Plan helps to improve coordination and collaboration with stakeholders involved in the implementation effort. Lastly, the plan contributes to building consensus within the community and equally importantly at the departmental and Council level on the priorities for the Township over the next 3 years.

By 2014 the Township of Cavan Monaghan will have made significant and visible progress on a number of issues that impact the long term economic sustainability and community cohesion. This will include:

- Strengthening the Municipality's financial resources;
- Investment in community infrastructure that improves the quality of life for residents;
- Heightened support for the local business community and the Township's commercial areas; and
- Greater effort to engage the community in the issues and opportunities that impact the health and vitality of the Township over the longer term.

Goal 1: Strengthen our long term financial planning

Strategic Objective: Improved decision making and organizational performance relating to financial management.

■ Action 1

Work with senior levels of government and Members of Parliament to identify partnerships that will result in more financial support and funding opportunities for Cavan Monaghan.

■ Action 2

Ensure that the Township's Management is both accountable and measured for successful outcomes. Initiate the development of 4 year departmental business plans that establishes:

- Departmental core values
- Strategic priorities and short term project recommendations based on criteria established by Staff
- Resource requirements associated with long term priorities that will be reviewed annually as part of the budgeting/business planning process
- Performance measures and success indicators

“New growth is necessary if we are to expand our infrastructure, including our parks and recreation facilities, but we need to know how much and where?”

-Community Stakeholder Interview



■ Action 3

Approve the following objectives for the use of Kawartha Down's OLG slots revenue.

- To complete key capital projects
- To plan for the Township's long term financial strength and stability
- To provide immediate and long term social benefits

■ Action 4

Continue to reduce the Township's reliance on OLG slots revenue as a way to stabilize the municipal tax rate. Allocate a percentage of future revenue towards an Infrastructure Reserve to fund asset replacement of existing infrastructure of roads, water and sewer infrastructure, community trails and the potential of future economic growth.

■ Action 5

Give consideration to the feasibility of allocating a percentage of future slots revenue to Cavan Monaghan's Community Funding Grants taking into account the Township's fiscal priorities. Review parameters for the administration of the Fund including opportunities to support a broad range of projects that benefit the community as a whole.

"The community has good sports programs; it would be nice if there was something else for the kids to do".

-Community Stakeholder Interview

Goal 2: Provide efficient and sustainable municipal and community infrastructure

Strategic Objective: Investment in community infrastructure that reflects our rate of growth and rural nature.

■ Action 1

Partner with senior levels of government, other municipalities, community organizations and the private sector to plan and finance infrastructure expenses and improvements.

■ Action 2

Initiate the expansion and upgrading of the Millbrook Water & Wastewater Treatment Plant to a tertiary treatment facility; the upgrading of the Tupper Street Primary Sewage Pumping Station; the replacement or expansion of the existing standpipe, or the construction of a second storage facility and the extension of water and wastewater services 870 metres north along County Road 10 to the Municipal Offices in accordance with the award of funding from the Build Canada Fund.

■ Action 3

Advance opportunities to develop employment lands in proximity to Highway 115 and Whittington Drive.



■ **Action 4**

Complete a cost benefit analysis associated with the development of a new recreational facility in the Township of Cavan Monaghan. Reach a conclusion as to the desirability of a multi-use recreational facility that reflects all aspects of the project, both positive and negative and provides a detailed understanding of the ‘bottom line’ implications for the Municipality. This should include site location options and an assessment of funding sources and commitments that could be leveraged to underwrite any associated development costs.

■ **Action 5**

Initiate the preparation of a detailed implementation plan for the Township’s Master Fire Plan that addresses the short, medium and long term priorities for the community.

■ **Action 6**

Investigate location and partnership opportunities for the construction of a new Township Roads Depot. Continue to ensure that future capital improvements to the Township’s roads be informed by sound engineering and pre-engineering practices.

■ **Action 7**

Continue to monitor the completion of the Phase II Environmental Site Assessment (EA) for the Millbrook Correctional Centre Lands to better understand the condition of the property, requirements associated with any environmental clean-up and prospects for re-development. Provide regular updates on the process to the community and local stakeholders. Continue to pursue options to include employment uses along the King Street frontage as part of the Township’s Official Plan process.

■ **Action 8**

In partnership with the Otonabee Region Conservation Authority and the Millbrook Valley Trails Committee, develop a detailed implementation plan associated with the recommendations contained in the Cavan Monaghan Trail Master Plan. Identify achievable priorities that can be reflected and supported by the Township’s Official Plan.

■ **Action 9**

In partnership with the Otonabee Region Conservation Authority and local stakeholders monitor the completion of the Millbrook Dam Environmental Assessment. Report on the recommendations for the Dam and the implications for Needler’s Mill.

“We need to think strategically about the businesses that fit with who we are... then do what it takes to target the ones we want and that fit with our community”.

-Community Stakeholder Interview



Goal 3: Create an environment that supports local business and the attraction of visitors to the community

Strategic Objective: A heightened level of business activity in the Township's employment areas.

■ **Action 1**

Pursue the completion and approval of the Township's Official Plan Update in 2012. Leverage the policy framework as a means to promote and attract new employment and residential development to the community.

■ **Action 2**

Prepare a Comprehensive Zoning By-law that implements the changes in the updated Official Plan.

■ **Action 3**

Work with local partners to promote entrepreneurial opportunities in the Township of Cavan Monaghan, including gaps identified in the mix of businesses and services as well as external markets for local enterprises.

■ **Action 4**

Provide information from a single point of contact for investors and entrepreneurs regarding property availability, zoning provisions, required planning processes and approvals.

■ **Action 5**

Work with local partners to complete a Downtown Revitalization Study for Millbrook. Leverage the work undertaken as part of the business and services gap analysis (Goal 3, Action 2) and the Millbrook Marketing Plan.

■ **Action 6**

Advance efforts to create a Heritage Conservation District Plan for Millbrook.

■ **Action 7**

Investigate the use of incentives (e.g. façade improvements) for property owners and tenants within downtown Millbrook, or located within a Heritage Conservation District that encourages them to invest in their storefronts, creating an appealing, vibrant village atmosphere that will be attractive to citizens and tourists alike.

■ **Action 8**

In partnership with local stakeholders, identify opportunities to develop new community events with the potential to draw residents and out-of-town visitors.

“Jobs are scarce, and it’s obvious. Since the jail moved there’s been a big shift, a change... I think they need to foster some business development. I don’t want to be a bedroom community but a destination”.

-Community Stakeholder Interview



- **Action 9**

In partnership with local stakeholders, develop a Township of Cavan Monaghan Cultural Plan that builds on the findings and recommendations of the Township's Cultural Resources Mapping Project.

- **Action 10**

Initiate a business retention and expansion program focused on the Township's primary industry sectors.

Goal 4: Engage residents and stakeholders in community issues and interests

Strategic Objective: Enable greater local awareness and interest in the issues impacting the future of the municipality.

- **Action 1**

As one of the Township's key communication tools, the Township's website will be updated to better reflect community information, economic development opportunities, current policy framework, as well as the range of services provided by the Municipality.

- **Action 2**

Create an Economic Development Committee with representation from the business community, Greater Peterborough Area Economic Development Corporation, Millbrook BIA, Chamber of Commerce and select community organizations with a mandate to champion the Township's key economic development priorities, reporting to the Economic and Community Development Department.

- **Action 3**

Develop a strategy for engaging and reporting to local residents, and business and community organizations on community issues. Use a wide variety of outreach tools including social media, e-newsletter, and a stronger web presence.

- **Action 4**

Leverage the community input from the Corporate Strategic Plan process to develop a Community Based Strategic Plan that defines Cavan Monaghan's economic opportunity, looks at innovative solutions to enable economic growth in the community and builds capacity to attract new businesses and economic development to the municipality.

"We need to maintain and preserve those buildings that we have and ensure the council works to preserve them".

-Community Stakeholder Interview



8 Implementation Plan

To ensure that the Corporate Strategic Plan is a living document that guides the decision making efforts of the Township of Cavan Monaghan, a detailed implementation plan is necessary. The intent of this implementation plan is to set out the timeline in which the action will be initiated, the department lead and the potential partners who contribute to the success of the goal. The implementation plan also considers the performance measures necessary to achieve the goal and the monitoring and reporting mechanisms required to demonstrate progress.

Goal 1: Strengthen our long term financial planning			
Actions	Priority	Lead	Partners
Action 1: Work with senior levels of government and Members of Parliament to identify partnerships that will result in more financial support and funding opportunities for Cavan Monaghan.	Ongoing	Finance Department	All Township Departments, Local Advisors
Action 2: Ensure that the Township's Management is both accountable and measured for successful outcomes. Initiate the development of 4 year departmental business plans that establishes: <ul style="list-style-type: none"> • Departmental core values • Strategic priorities and short term project recommendations based on criteria established by Staff • Resource requirements associated with long term priorities that will be reviewed annually as part of the budgeting/business planning process • Performance measures and success indicators 	Year 1	CAO	All Township Departments
Action 3: Approve the following Objectives for the use of Kawartha Down's slots revenue <ul style="list-style-type: none"> • To complete key capital projects • To plan for the Township's long term financial strength and stability • To provide immediate and long term social benefits 	Years 1-3	Council	CAO, Finance Department
Action 4: Continue to reduce the Township's reliance on OLG slots revenue as a way to stabilize the municipal tax rate. Allocate a percentage of future revenue towards an Infrastructure Reserve to fund asset replacement of existing infrastructure of roads, water and sewer infrastructure, community trails and the potential of future economic growth.	Ongoing	Finance Department	Budget Committee, CAO
Action 5: Give consideration to the feasibility of allocating a percentage of future slots revenue to Cavan Monaghan's Community Funding	Year 2	Finance	Budget



<p>Grants taking into account the Township's fiscal priorities. Review parameters for the administration of the Fund including opportunities to support a broad range of projects that benefit the community as a whole.</p>		<p>Department</p>	<p>Committee, CAO</p>
<p>Goal 1 - Measuring Our Performance:</p> <ul style="list-style-type: none"> ■ The level of grant money received from the Government has increased. ■ Departmental Business Plans are developed and completed annually. ■ Report Cards are developed annually for the Departmental Business Plans as a measure of progress. ■ A community satisfaction survey is developed and implemented. ■ Issues and challenges facing municipal Staff are documented and action plans are developed. ■ Revenue from then OLG Slots at Kawartha Downs is not used to stabilize the municipal tax rate or for operational costs. ■ Future OLG Slots revenues are allocated in a fiscally responsible manner. ■ The Community Funding Grants policy is used as a tool to advance community development. 			



Goal 2: Provide efficient and sustainable municipal and community infrastructure

Actions	Priority	Lead	Partners
Action 1: Partner with senior levels of government, other municipalities, community organizations and the private sector to plan and finance infrastructure expenses and improvements.	Ongoing	Finance Department & CAO	All Township Departments
Action 2: Initiate the expansion and upgrading of the Millbrook Water & Wastewater Treatment Plant to a tertiary treatment facility; the upgrading of the Tupper Street Primary Sewage Pumping Station; the replacement or expansion of the existing standpipe, or the construction of a second storage facility and the extension of water and wastewater services 870 metres north along County Road 10 to the Municipal Offices in accordance with the award of funding from the Build Canada Fund.	Ongoing to March 2016	Public Works Department	Planning Department, Finance Department, CAO
Action 3: Advance opportunities to develop employment lands in proximity to Highway 115 and Whitting Drive	Ongoing	Planning Department	Economic and Community Development Department, GPAEDC
Action 4: Complete a cost benefit analysis associated with the development of a new recreational facility in the Township of Cavan Monaghan. Reach a conclusion as to the desirability of a multi-use recreational facility that reflects all aspects of the project, both positive and negative and provides a detailed understanding of the 'bottom line' implications for the Municipality. This should include an assessment of funding sources and commitments that could be leveraged to underwrite any associated development costs.	Year 1	Economic and Community Development Department	Planning Department, Finance Department, Community recreational groups and organizations
Action 5: Initiate the preparation of a detailed implementation plan for the Township's Master Fire Plan that addresses short, medium and long term priorities for the community.	Year 1	Protection Services Department	CAO
Action 6: Investigate location and partnership opportunities for the construction of a new Township Roads Depot. Continue to ensure that future capital improvements to the Township's roads be informed by sound engineering and pre-engineering practices.	Ongoing	Public Works Department	CAO, Finance Department
Action 7: Continue to monitor the completion of the Phase II Environmental Site Assessment (EA) for the Millbrook Correctional Centre Lands to better understand the condition of the property, requirements associated with any environmental clean-up and prospects for re-development. Provide regular updates on the process to the community and local stakeholders. Continue to pursue options to include employment uses along the King Street frontage.	Year 1	Planning Department	Economic and Community Development, Public Works, Ontario Realty Corporation



<p>Action 8: In partnership with the Otonabee Region Conservation Authority and the Millbrook Valley Trails Committee, develop a detailed implementation plan associated with the recommendations contained in the Cavan Monaghan Trail Master Plan. Identify achievable priorities that can be reflected and supported by the Township's Official Plan.</p>	<p>Year 2</p>	<p>Economic and Community Development</p>	<p>Planning Department, Otonabee Region Conservation Authority, Planning Services</p>
<p>Action 9: In partnership with the Otonabee Region Conservation Authority and local stakeholders monitor the completion of the Millbrook Dam Environmental Assessment. Report on the recommendations and the implications for Needler's Mill.</p>	<p>Ongoing</p>	<p>Planning Department</p>	<p>Economic and Community Development, Finance Department, Otonabee Region Conservation Authority, Ministry of Natural Resources</p>
<p>Goal 2 - Measuring Our Performance:</p> <ul style="list-style-type: none"> ■ The Build Canada Fund Water and Wastewater treatment Plant is designed and contracted. ■ Strategic partnerships have been formed to support the financing of municipal and community infrastructure improvements. ■ Options for a new Fire Hall and Roads Depot are identified. ■ There is a greater availability of employment land in Cavan Monaghan. ■ The Millbrook Correctional Facility has been re-designated for redevelopment. ■ Community infrastructure such as trails are improved, maintained and enjoyed by community members. ■ The future of Needler's Mill has been determined through a diligent feasibility process. 			



Goal 3: Create an environment that supports local business and the attraction of visitors to the community

Actions	Priority	Lead	Partners
<p>Action 1: Pursue the completion and approval of the Township's Official Plan Update in 2012. Leverage the policy framework as a means to promote and attract new employment and residential growth to the community.</p>	Year 1	Planning Department	GPAEDC, Economic and Community Development Department
<p>Action 2: Prepare a Comprehensive Zoning By-law that implements the changes in the updated Official Plan.</p>	Year 1	Planning Department	
<p>Action 3: Work with local partners to develop and promote entrepreneurial opportunities in Cavan Monaghan, including gaps identified in the mix of businesses and services as well as external markets for local enterprises.</p>	Year 1	Economic and Community Development Department	Peterborough Community Futures Development Corporation, GPAEDC
<p>Action 4: Provide information from a single point of contact for investors and entrepreneurs regarding property availability, zoning provisions, required planning processes and approvals.</p>	Ongoing	Economic and Community Development Department	Planning Department, GPAEDC
<p>Action 5: Complete a Downtown Revitalization for Millbrook. Leverage the work undertaken as part of the business and services gap analysis (Goal 3, Action 2) and the Millbrook Marketing Plan.</p>	Year 2	Planning Department	Economic and Community Development Department, Heritage Committee, Millbrook BIA
<p>Action 6: Advance efforts to create a Heritage Conservation District Plan for Millbrook.</p>	Year 3	Economic and Community Development Department	Heritage Committee, Millbrook BIA, Chamber of Commerce, Historical Society
<p>Action 7: Investigate the use of incentives (e.g. façade improvements) for property owners and tenants within downtown Millbrook, or located within a Heritage Conservation District that encourages them to invest in their storefronts, creating an appealing, vibrant village atmosphere that will be attractive to citizens and tourists alike.</p>	Year 3	Planning Department	Finance Department, Economic and Community Development Department, Millbrook Chamber of



			Commerce, Millbrook BIA
Action 8: In partnership with local stakeholders, identify opportunities to develop new community events with the potential to draw residents and out-of-town visitors.	Year 3	Economic and Community Development Department	Community organizations, Millbrook BIA, Peterborough and the Kawarthas Tourism, County of Peterborough, Kawartha Heritage Conservancy
Action 9: Undertake a Cavan Monaghan Cultural Plan that builds on the recommendations of the Township's Cultural Resource Mapping Project.	Year 2	Economic and Community Development Department	Planning Department, Community stakeholders, County of Peterborough, Kawartha Heritage Conservancy
Action 10: Initiate a business retention and expansion program geared to the Township's primary industry sectors.	Year 2	Economic and Community Development Department	Chamber of Commerce, GPAEDC
<p>Goal 3 - Measuring Our Performance:</p> <ul style="list-style-type: none"> ■ The 5 year update to the Official Plan is completed. ■ The small business base in Cavan Monaghan has grown through a greater understanding of business needs and support for entrepreneurs. ■ Investors and entrepreneurs can access information from a single point. ■ Downtown Millbrook is a designated Heritage Conservation District. ■ An incentive program is used by local property owners to revitalize storefronts in Millbrook. ■ Community events are attracting a greater number of out-of-town visitors. ■ The Township's cultural resources are widely recognized as contributing to a high quality of place, attracting opportunities for the creative economy. ■ The Township has a strong base of competitive intelligence on the challenges and opportunities facing its business community. ■ The Millbrook Downtown Revitalization Study is completed. ■ Millbrook experiences a heightened level of interest and investment in its downtown. 			



Goal 4: Engage residents and stakeholders in community issues and interests

Actions	Priority	Lead	Partners
<p>Action 1: As one of the Township's key communication tools, the Township's website must be updated to better reflect community information, economic development opportunities, current policy framework as well as the range of services provided by the Municipality.</p>	Year 1	Economic and Community Development Department	All Township Departments
<p>Action 2: Create an Economic Development Committee with representation from the business community, Greater Peterborough Area Economic Development Corporation, Millbrook BIA, Chamber of Commerce and select community organizations with a mandate to champion the Township's key economic development priorities, reporting to the Economic and Community Development Department.</p>	Year 1	Economic and Community Development Department	GPAEDC, Millbrook BIA, Millbrook Chamber of Commerce, community organizations
<p>Action 3: Develop a strategy for engaging and reporting to local residents, business and community organizations on community issues using a wide variety of outreach tools including social media, e-newsletter and a stronger web presence.</p>	Year 2	Economic and Community Development Department	GPAEDC, Millbrook Chamber of Commerce, community organizations
<p>Action 4: Leverage the community input from the Corporate Strategic Plan process to develop a Community Based Strategic Plan that redefines Cavan Monaghan's economic structure, looks at innovative solutions to enable economic growth in the community and builds capacity to attract new businesses and economic development to the municipality.</p>	Year 2	CAO	All Township Departments, other community stakeholders and organizations, GPAEDC
<p>Goal 4 - Measuring Our Performance:</p> <ul style="list-style-type: none"> ■ The Township has launched a new website that attracts visits by residents and people outside of Cavan Monaghan. ■ An Economic Development Committee has been formed and is actively involved in advancing economic growth within the community. ■ There is a higher rate of participation and volunteerism by residents at community meetings and community events. ■ A community strategic plan has been developed to reflect the aspirations of the community. 			



8.1 Monitoring and Reporting

The performance measures attached to each goal in this implementation plan are intended to gauge the progress of each action. The results of the performance measures will be reported out to Council and the broader community, demonstrating the Township's commitment to achieving the goals of the Plan.

Monitoring the progress of each action will be the responsibility of the lead department identified in this implementation plan and will be reported out through two mechanisms, (1) Departmental Business Plan Report Cards and (2) Corporate Strategic Plan Annual Report.

8.1.1 Departmental Business Plan Report Cards

A key recommendation in this Corporate Strategic Plan is Action 2 under Goal 1: *Strengthen our long term financial planning*. This action describes the need to prioritize the activities of each department and manage the resources of the Township.

The development of the Departmental Business Plans will become a foundational task for each department within the Township. Creating an annual report card will communicate the progress each department has made and will support the budgeting process.

The suggested content for each business plan annual report card consists of the following sections:

- Departmental mandate and core values
- Key department priorities/Main service areas
- Alignment with the goals of the Corporate Strategic Plan
- A list of major initiatives for the report timeframe (e.g. 2 years)
- A matrix outlining the progress or completion of particular initiatives/actions
- Use of allocated resources for major initiatives in that year or resource requirements

These annual report cards will support the creation of a Corporate Strategic Plan Annual Report that outlines the achievements of the Township throughout the year and is broadly communicated to the community. This ensures that the Township is open and transparent regarding its activities, achievements and use of resources.

8.1.2 Corporate Strategic Plan Annual Report

Being accountable to community members is a core value at the Township of Cavan Monaghan. A Corporate Strategic Plan Annual Report prepared by the Chief Administrative Officer will ensure that the goals and actions outlined in this plan are measured and progress is communicated to the community. The Annual Report will also draw on the results from the report cards created by each department. The community can be engaged around this process through a Town Hall meeting where



Council presents the Annual Report to the community. An online presence is also appropriate.

The suggested content for the Corporate Strategic Plan Annual Report consists of the following sections:

- Key areas of focus for the Municipality
- Major community initiatives and events in the report year
- From Vision to Action: A matrix of accomplished actions based on the goals in the Corporate Strategic Plan
- Case Studies of successful implementation (profiling major accomplishments based on actions set out in the Corporate Strategic Plan)
- Maintaining Momentum: Initiatives and actions for the coming year

The reporting out process is an essential 'measuring-stick' created to inform future decision making and allocation of resources in the Township. It is also a critical mechanism of demonstrating accountability and community engagement.



Photo Courtesy of: Township of Cavan Monaghan