



Township of Cavan Monaghan

Council Facilitation & Strategic Priority Workshop

February 2019

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Solve. Change. Soar.

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Introduction

In January 2019, the Township of Cavan Monaghan engaged Laridae to guide the Council and staff through a facilitated strategic priority-setting process. On February 8, 2019, members of Council and management team staff came together for a full-day facilitated session. The intent of the session was to engage in strategic discussion about the direction and priorities of the Township, encourage team building, and to find alignment on key priorities moving forward.

This report provides an overview of the discussion, summarizes the outcomes and priorities identified during the day, and outlines the shared commitments made by Council.

Planning Context

In 2012, the Township of Cavan Monaghan completed an extensive strategic planning process that resulted in a multi-year Corporate Strategic Plan. In 2014, the strategic plan was reviewed and updated to reflect the progress that had been made to date.

The plan has provided meaningful guidance to the progress that the Township has made over the past several years. Since the update in 2014, significant progress has been made. Several goals have been accomplished, and significant headway has been made in many more. Of note is the progress that has taken place in terms of financial sustainability.

The intent of this project was to build on the existing plan and find alignment on priorities and actions moving forward over the next two to three years. It was not intended to result in a new strategic plan.

Clarifying strategy and priorities allows for actionable plans to be created that:

- Maintain focus
- Offers direction for project planning
- Help to allocate appropriate resources

Facing new financial pressures and limitations, the Council found itself faced with many difficult decisions. Council members and senior staff agreed that there was a need to follow two guiding principles during the session:

- 1) To work collaboratively to identify and commit to priorities; and,
- 2) To be selective in identifying priorities, while balancing existing commitments, new opportunities, and considering staff capacity and municipal resources.

Ultimately, the goal shared by all session participants was the desire to move the community forward in an efficient and effective manner.

Process

In January 2019, the Township of Cavan Monaghan set out to review and refresh its strategic plan. An external consultant was retained in order to facilitate the process. The process consisted of the following:

- 1) A kick-off meeting with the project team to gather information and finalize details related to the project scope, milestones, and expectations.

- 2) Key documents were reviewed, such as previous strategic plans, asset management plans, and capital expenditure documents. An environmental scan and analysis of the current landscape was also conducted.
- 3) A full-day facilitated session was conducted with Council and senior staff. The session allowed Council members and management to share perspectives through facilitated discussion, interactive exercises, and group work. The primary goal of the day was to conduct team building that established a shared understanding of strategic, actionable priorities, and clear guiding principles.

The agenda was as follows:

- Introductions & Intentions for Day
- Discussion: Broad Priorities
- Current Landscape (Environmental Scan)
- Strategic vs. Operational Planning
- SWOT Analysis and Discussion
- Activity: Strategic Directions
- Strategic Action Planning Presentation
- Group Work: Shifting Priorities
- Action Planning: Non-negotiables and the Parking Lot
- Guiding Principles and Values
- Next Steps and Conclusion

- 4) A final report was prepared by Laridae.

Corporate Mission, Vision, and Key Principles

Mission Statement:

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.

Vision:

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.

Guiding Principles:

The updated Guiding Principles are to build upon the existing key foundational principles identified in the original strategic plan. These foundational principles include:

- 1) Operational Performance Excellence
- 2) Building a Strong Community
- 3) Growing our Local Economy
- 4) Respect for our Rural Environment

In addition to the existing key principles above, the following Guiding Principles were identified as guiding tenets on which to base the Township's future strategic directions.

In every way possible, at the core of each of our strategic priorities, we will ensure that we are:

- 1) **Building Healthy, Collaborative Relationships**
 - A culture of trust, mutual respect, and appreciation will be embraced by Council and staff. Teamwork and collaboration will form the foundation of how Council and staff operate, and how decisions are reached.
- 2) **Welcoming Diversity, Fostering Inclusivity**
 - For us, diversity and inclusivity are not just buzzwords; we will build these values into our operations and use them to inform our decision-making.
- 3) **Prioritizing Financial Sustainability**
 - Financial sustainability will be an ongoing consideration as we continue our day-to-day work, and plan for new initiatives.
- 4) **Taking a “Planning-Oriented” Approach**
 - We will maintain a “planning-oriented” approach that is: proactive rather than reactive; accountable; and thoughtful. Through this, we will be better equipped to prepare for, and manage, change.

Strategic Priorities

The strategic priorities and actions outlined in this plan build on the existing strategic plan, as well as the mission, vision and guiding principles identified earlier in this document.

Under each strategic priority, a number of strategic commitments are identified. These commitments/actions will focus the work of staff and Council members over the next term. The strategic directions can be further operationalized through the development of detailed annual departmental workplans.

1) Engage residents and stakeholders in community issues and interests

Strategic Objective: Enhancing our communications to engage internal and external stakeholders in a meaningful and strategic way.

We are committed to:

- Continue using and improving the Township's website to better reflect community information, economic development opportunities, current policy framework as well as the range of services provided by the Municipality.
- Continue developing, and improving, our 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.
- Developing a communications toolkit that can be used by any representative of the Township and includes resources such as a plain-language key messages document and a message crafting “best practice” checklist.

2) Create an environment that supports local business, employment, and the attraction of visitors to the community

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

We are committed to:

- Advancing opportunities to develop employment lands as identified in the Official Plan.
- Leverage the policy framework as a means to promote and attract new employment and residential growth to the community.
- Working 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. Initiate a business retention and expansion program geared to those identified primary industry sectors throughout the municipality.
- Fostering a community that is welcoming to new businesses and supports and empowers new and existing businesses to succeed.
- Developing a strategy to communicate with business owners and entrepreneurs about the benefits and supports available to them (for example, through the BIA), and clarify roles and responsibilities to manage expectations.

3) Provide efficient and sustainable municipal and community infrastructure

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

We are committed to:

- Initiating 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.
- Allocating future OLG revenue towards the Asset Replacement Reserve to fund asset replacement of existing municipal infrastructure as per the Asset Management Plan in January 2015 fiscal year.
- Developing a strategy to support the development of life-cycle housing in Cavan Monaghan.
- Prioritizing major capital projects, review reports (if available), and determine next steps/timelines. Current capital projects of note include:
 - Millbrook jail
 - Arena
 - Emergency Services
 - EMS
 - Firehall with ambulance bay

4) Nurture a Vibrant, Thriving Community Culture

Strategic Objective: Increasing levels of community engagement and integration among new residents.

We are committed to:

- Developing a strategy to engage and integrate newcomers to Cavan Monaghan.
- Conducting an audit of barriers to accessibility for newcomers in municipal offices and with municipal programs and services.
- Consulting subject matter experts to develop a strategy for building inclusiveness into our everyday operations and business practices.
- Supporting new and existing residents through the cultural and lifestyle shifts that the community is experiencing through enhanced communications.

5) Continue high-quality, efficient delivery of core services

Strategic Objective: Increased efficiency of service delivery that reflects our changing community and internal capacity.

We are committed to:

- Conducting a full review of core services to determine needs and sustainability of current model, help manage expectations [among residents], and to look for opportunities to leverage technology and streamline processes to increase efficiency.
- Proactively anticipating service needs and planning to ensure that we have the capacity to meet those needs, using operational plans and ongoing annual reviews.
- Improving our communications, as identified in priority #1, with residents about municipal services to: keep residents informed, increase accessibility of information, and manage expectations about varying levels of service.

Conclusion

The new priorities detailed in this plan provide the Township of Cavan Monaghan with clear focus and a strategic framework to drive progress over the coming years. Once adopted, Council and municipal staff will begin implementation through the following steps:

1. Detailed annual departmental operational plans will be developed. Goals and objectives will be aligned with the new strategic directions;
2. The strategic directions will be communicated internally and externally; and,
3. Progress on the directions will be reviewed using annual report cards and goals amended as contexts change over the coming years.
4. An annual review of the strategic objectives.

Appendix A: Discussion Themes & Broad Priorities

During the facilitated strategy session, a discussion about broad priorities took place. The following is a summary of comments and themes from that discussion.

Job Creation

- Creating and maintaining jobs are key priorities. As a region, “everyone” seems to want more employment in their area. Council has a role in facilitating an environment for job retention and creation.
 - The airport employment lands present opportunities for the Township.
 - Further opportunities will be available upon completion of the 407.
- There was a general feeling of alignment as a council on the topic of employment. It was noted that Council is also strategically aligned with the provincial government on this topic.
 - Having strong representation at the provincial level may help the Township in several ways, including economic development and tax stabilization.

Change Management

- Cavan Monaghan is seeing the development of new homes and arrival of new residents. This influx provides opportunities, but also requires planning to meet the needs of new residents and an increasing population.
 - It was noted that many new residents arriving from larger urban centres have high expectations about the services provided by the municipality. This can create strain on the system.
- The difficulties associated with change was discussed as the Township and its residents are experiencing the impacts of growth and change, for example, with new housing communities, a new water tower, and general development. The community that long-term residents are comfortable with is changing.
 - Councillors and staff would like to help residents throughout the change that the community is experiencing and support all residents to have their needs met.

Retail and Services

- The participants discussed the needs for increased retail and shopping opportunities. Currently, many residents feel they need to leave Cavan Monaghan to shop. Some participants identified this as a missed opportunity, stating that we need to ensure residents are contributing to the economy through spending in local businesses.
- It was noted that the loss of TD Bank in Millbrook was challenging for residents. Some feel that bringing a new bank to the community is important.

Balanced Investments across the region

- It was noted that many residents feel that there is a disproportionate focus on Millbrook. Residents would like their communities to receive attention and investment as well.

Housing

- Housing is an important issue. Specifically, the issue of lifecycle housing.
 - Senior’s housing is needed; there is currently a lack of inventory and many of the aging population must leave their community to find housing.

- Affordability is also an issue, particularly for seniors on fixed incomes.

Healthcare

- The community has experienced the loss of family doctors. Access to healthcare is more difficult for many residents.
 - There is currently another long-time doctor at risk of being lost. This is a risk because there is no recruitment or succession plan for doctors in the community.

Cultural Diversity

- With population growth and the arrival of new residents, cultural diversity is increasing. This is a welcome change, but requires planning and preparation to address the needs of newcomers, engage them in the community, and support existing residents to adapt to the changing demographics of the community.
 - The growth and change in demographics bring many opportunities for increased cultural diversity, new attitudes and innovation, and fresh perspectives for how to resolve challenges and “push the boundaries of the status quo”.

Geographic Boundaries

- There is ongoing pressure of annexation, particularly in certain wards within the Township.

Youth Engagement

- Youth engagement was seen as an important priority warranting further discussion and action.
- It was noted that many of the Township’s initiatives will impact youth, however, youth are rarely engaged in decisions that will ultimately impact them or consulted throughout the process.
- The Council and staff can create opportunities to engage youth in meaningful ways. If youth are engaged more consistently, they will also be introduced to the concepts of engaged citizenship and volunteerism, which will help foster future leaders within the community.
- Previous efforts to engage youth have faced challenges. Initiatives have not been successful or have been discontinued due to the fact that this has not been a formal priority. However, it was felt that it is important to include this as a priority moving forward. Youth need to be listened to, and taken seriously, be given opportunities to make an impact, and be recognized for that impact in the community.
- Engagement with youth needs to be genuine and meaningful; it cannot be tokenistic.

Appendix B: Environmental Scan and SWOT Analysis

A high-level overview of the current landscape was presented and discussed. Internal and external realities and pressures were reviewed. During the discussion, the theme of “balance” emerged. There is a need to balance change with stability, and to balance the needs of the wards within the Township. It was noted that strong engagement and communications can help to increase understanding of the rationale behind decisions (such as decisions about investments in a particular ward, etc.) and “bring people along” during times of change.

SWOT Analysis

The following chart contains a summary of the SWOT analysis conducted as a collective group during the session.

| Strengths | Weaknesses | Opportunities | Threats |
|--|---|--|--|
| <ul style="list-style-type: none"> • Great location • Access to large transportation routes/channels (407, 115, airport, Hwy 7) • Natural environment (beauty, rural landscape) • Cavan Monaghan has been the innovator for many initiatives; it's a progressive municipality • Strong governance • A cohesive council; good team work; everyone gets along • Brand new community centre • Great arts and culture community • Excellent walking trails and leisure scene • Opportunities for commercial industrial growth • Excellent firefighter service • Good emergency services • Proximity to education • OLG: able to continue to have Kawartha Downs open (opportunities to bring in money for capital costs) | <ul style="list-style-type: none"> • No transit system connected within township or to City of Peterborough • Growth can also be a weakness as much as a strength; managing growth is important • Loss of some basic services, such as the bank • Perception that the township is “rolling in money” because of casino • Commuter outflow: lots of residents work and shop outside the community (disposable income not staying in the community) • Limited resources (financial and staffing capacity) • Declining volunteer base/volunteerism • Large mass of territory (complications with servicing, etc.) • Restrictions on geographic regions (such as flood plains) • Aging/senior demographic | <ul style="list-style-type: none"> • Plan to try to integrate the new homeowners in the community (proactive strategy needed to avoid bedroom community effects); facilitating a sense of community early on • Engage in “honeymoon stage” of new residents/new homeowners • Facilitate pride of place and sense of ownership in new residents • Promoting a feeling of acceptance • Making sure to make efforts to invite and integrate new residents • Create walking paths from housing developments to the downtown to encourage walking (not only driving to the downtown) • There's a movement by the provincial government to get rid of surplus lands; potential opportunities around additional lands • New, bigger fire hall with an ambulance facility bay • Take advantage of consulting the public about the arena | <ul style="list-style-type: none"> • Managing growth; some existing businesses and infrastructure are struggling with changing/growing community • Volunteer fatigue • Climate change • Provincial downloading • Amalgamations • Annexation • Lack of financial resources (because costs keep rising) • Impending recession (either locally or globally) • Being more reactive than proactive about the threats that we've identified • Threat of lack of focus and prioritization (i.e. too many initiatives) • Not being aligned in terms of goals • Managing relationships with outside agencies (such as ORCA, upper tier governments, etc.) who may not be aligned with our goals • Opportunity with new development can also be a threat (expectations for higher levels of servicing); |

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| <ul style="list-style-type: none"> • 3 golf courses within the township • Recreational activities • New gymnastics facility opening soon • Appeal to the film industry (large sector and sustainable sector) • Heritage buildings and architecture are an asset | <ul style="list-style-type: none"> • Communications: how to maintain open channels of communications outside of regular business hours • Need more service land • Beautification throughout the township is needed | <ul style="list-style-type: none"> • Incentives for businesses downtown to attract new business: • How to leverage the work that's been done and expand/take learnings to other wards • We're in a position that we can promote ourselves and our area as being "open for business", and that we want people to come here to live, work, and play; communicating that, and celebrating our area | <p>managing expectations of new residents</p> |
|--|---|--|---|

Appendix C: “Updated Strategic Plan - Final Draft with Performance Measures – 2014” – Updated February 2019

The following chart was reviewed and updated as part of the facilitated discussion. Many of the actions were deemed complete.

Parking Lot

The following items have been “parked” until further notice. They will not be included in operational work plans until adequate capacity, resources and need have been determined.

- Item 1: In partnership with local stakeholders, identify opportunities to work in support of new community events with the potential to draw residents and out-of-town visitors.
- Item 2: When possible allocate resources to advance efforts to create a Heritage Conservation District Plan for Millbrook.
- Item 3: Undertake a Cavan Monaghan Cultural Plan that builds on the recommendations of the Township’s Cultural Resource Mapping Project.

| Goal 1: Strengthen our long-term financial planning | | | | |
|--|----------|--------------------------------|--|---|
| Actions | Priority | Lead | Partners | 2019 Decision / Next Steps |
| <p>Action 1: Work with senior levels of government and Members of Parliament as well as PPP's to identify partnerships that will result in more financial support and funding opportunities for Cavan Monaghan.</p> | Ongoing | Finance Department | All Township Departments, Local Advisors | Add caveat: "As it supports strategic initiatives..." |
| <p>Action 2: Ensure that the Township's Management Team is both accountable and measured for successful outcomes. Use capital forecasts to establish:</p> <ul style="list-style-type: none"> • Strategic priorities and short- and long-term project recommendations based on criteria established by Staff as part of budget planning process • 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 • Annual performance evaluations of staff | Ongoing | CAO & All Township Departments | All Township Departments | Ongoing (not on plan) |
| <p>Action 3: Continue to reduce the Township's reliance on OLG sets revenue as a way to stabilize the municipal tax rate. Allocate future OLG revenue towards the Asset Replacement Reserve to fund asset replacement of existing municipal infrastructure as per the Asset Management Plan in January 2015 fiscal year.</p> | Ongoing | All Township Departments | All Township Departments & Council | Priority #3 (b). (Remove first sentence.) |
| <p>Goal 1 - Measuring Our Performance:</p> <ul style="list-style-type: none"> ■ Performance Measures are reviewed as part of the ongoing budget process. ■ Issues and challenges facing municipal Staff are identified through staff reports and financial forecasting during the budget process. ■ Council support for budget process recommendations | | | | |

Goal 2: Provide efficient and sustainable municipal and community infrastructure

| Actions | Priority | Lead | Partners | 2019 Decision / Next Steps |
|---|-----------------------|--|--|--|
| <p>Action 1: Partner with senior levels of government, other municipalities, community organizations and the private sector to plan and finance infrastructure expenses and improvements.</p> | Ongoing | All Township Departments | All Township Departments, Internal & External Agencies | Add caveat: "When supporting strategic initiatives..." |
| <p>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 Building Canada Fund.</p> | Ongoing to March 2016 | Public Works Department & All Township Departments | All Township Departments, Internal & External Agencies | Done / Removed |
| <p>Action 3: Advance opportunities to develop employment lands as identified in the Official Plan.</p> | Ongoing | Planning Department & Economic and Community Development | All Township Departments, Internal & External Agencies | Priority #2 (a). |
| <p>Action 4: Senior Staff continue to look at all options associated with the development of a new recreational facility in the Township of Cavan Monaghan. Reach a conclusion as to the interest of a multi-use recreational facility that reflects all aspects of the project.</p> | Ongoing | Parks & Facilities & All Township Departments | All Township Departments, Internal & External Agencies | Done / Removed |
| <p>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.</p> | Ongoing | Protection Services Department | All Township Departments, Internal & External Agencies | Priority #3 (a). |

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|--|---------|---|--|--|
| <p>Action 6: Initiate a financial feasibility study of a joint facility for Public Works and a Fire Hall and investigate location and partnership opportunities for it's construction</p> | Ongoing | Public Works & Protection Services Department | All Township Departments, Internal & External Agencies | Done / Removed |
| <p>Action 7: Continue to monitor the status of the Millbrook Correctional Centre lands with Infrastructure Ontario. Provide regular status updates to the community and local stakeholders.</p> | Ongoing | CAO & Planning Department | Economic and Community Development, Public Works, Ministry | Low Priority (for now. Keep on radar; has potential to become high-priority based on external factors. |
| <p>Action 8: In partnership with the Otonabee Region Conservation Authority and Ganaraska 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> | Ongoing | Parks & Facilities & Millbrook Valley Trails | All Township Departments, Internal & External Agencies | Done / Removed |
| <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 implications for Needler's Mill.</p> | Ongoing | Otonabee Region Conservation Authority | All Township Departments, Internal & External Agencies | Done / Removed |
| <p>Goal 2 - Measuring Our Performance:</p> <ul style="list-style-type: none"> ■ The Building 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. ■ Township has adequate fire services, recreation facilities, public works etc. | | | | |

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

| Actions | Priority | Lead | Partners | 2019 Decision / Next Steps |
|--|----------|--|--|----------------------------|
| <p>Action 1: Leverage the policy framework as a means to promote and attract new employment and residential growth to the community.</p> | Ongoing | Planning Department | All Township Departments | Priority #2 (b). |
| <p><i>Action 2: Prepare a Comprehensive Zoning By-law that implements the changes in the Official Plan.</i></p> | 2015 | Planning Department | All Township Departments | Done / Removed |
| <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. Initiate a business retention and expansion program geared to those identified primary industry sectors throughout the municipality.</p> | Ongoing | Economic and Community Development Department | Council, Committees of Council & the Community | Priority #2 (c). |
| <p><i>Action 4: Provide information from a single point of contact for investors and entrepreneurs regarding property availability, zoning provisions, required planning processes and approvals.</i></p> | Ongoing | Economic and Community Development & Planning Department | All Township Departments, Internal & External Agencies | Done / Removed |
| <p><i>Action 5: Implement the Downtown Millbrook Revitalization Strategy</i></p> | Ongoing | Economic and Community Development & Planning Department | All Township Departments, Internal & External Agencies | Done / Removed |

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|---|----------------------------------|---|---|-----------------------|
| <p>Action 6: When possible allocate resources to advance efforts to create a Heritage Conservation District Plan for Millbrook.</p> | <p>Not feasible at this time</p> | <p>Economic and Community Development & Planning Department</p> | <p>Internal & External Agencies</p> | <p>PARKING LOT</p> |
| <p>Action 7: Investigate the use of incentives (e.g. façade improvements) for property owners and tenants within downtown Millbrook that encourages them to invest in their storefronts, creating an appealing, vibrant village atmosphere that will be attractive to citizens and tourists alike.</p> | <p>On-going</p> | <p>Economic and Community Development, Planning and Finance Departments</p> | <p>All Township Departments, Internal & External Agencies</p> | <p>Done / Removed</p> |
| <p>Action 8: In partnership with local stakeholders, identify opportunities to work in support of new community events with the potential to draw residents and out-of-town visitors.</p> | <p>Ongoing</p> | <p>Community, Internal & External Agencies</p> | <p>All Township Departments, Internal & External Agencies</p> | <p>PARKING LOT</p> |
| <p>Action 9: Undertake a Cavan Monaghan Cultural Plan that builds on the recommendations of the Township's Cultural Resource Mapping Project.</p> | <p>Not feasible at this time</p> | <p>Economic and Community Development & Planning Department</p> | <p>All Township Departments, Internal & External Agencies</p> | <p>PARKING LOT</p> |
| <p>Goal 3 - Measuring Our Performance:</p> <ul style="list-style-type: none"> ▪ New zoning by-law ▪ Business Retention & Expansion Plan for Township ▪ Millbrook experiences new investment in its downtown. | | | | |

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

| Actions | Priority | Lead | Partners | 2019 Decision / Next Steps |
|---|----------|--|------------------------------|--|
| <p>Action 1: As one of the Township's key communication tools, the Township's website to better reflect community information, economic development opportunities, current policy framework as well as the range of services provided by the Municipality.</p> | Ongoing | Planning Department & All Township Departments | Internal & External Agencies | <p>Priority #1 (a). "We commit to continue and improve..."</p> |
| <p>Action 2: Utilize the expertise and knowledge-base of the Economic Development Advisory Committee to identify and collaborate on key economic development opportunities for the Township.</p> | Ongoing | Economic and Community Development Department | Internal & External Agencies | <p>Done / Removed</p> |
| <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> | Ongoing | Economic and Community Development Department & All Township Departments | Internal & External Agencies | <p>Priority #1 (b). "We commit to continue and improve..."</p> |
| <p>Goal 4 - Measuring Our Performance:</p> <ul style="list-style-type: none"> ■ The actions of the Committees are completed ■ The Township uses website reports to update pages ■ Reduced number of complaints | | | | |

Appendix D: Report & Capital Project Status – Updated February 2019

Township of Cavan Monaghan

Report & Capital Project Status (UPDATED: FEBRUARY 8, 2019)

| Name | Date Requested | Directed By | Resolution/Direction | Priority Level (Low / Medium / High) | Est. Report Date |
|------------|----------------|---------------|--|---|------------------|
| W. Hancock | Feb 4, 2019 | Council | PUG Policy Recommendations | High | June 2019 |
| W. Hancock | Feb 4, 2019 | Council | Road Guidelines/Minimum Standards | High | May 2019 |
| E. Arthurs | Feb 4, 2019 | Council | Multi Use Trail Committee Terms of Reference | Medium | April 2019 |
| K. Ellis | Feb 4, 2019 | Council/Staff | Zoning By-law Amendment | High | March 2019 |
| E. Arthurs | Jan 14, 2019 | Council | Staff Recognition | High | March 2019 |
| W. Hancock | Sept 4, 2018 | Council | Emily Project | Medium | April/May 2019 |

- Directed by Council and/or CAO
- Directed by the Province/legislation
- Directed by an Agency

| Department | Capital Project List 2019 | Priority Level (Low / Medium / High) | Status |
|------------------------------|---------------------------------------|---|--|
| Finance | Asset Management Policy and Reporting | High | July 2019 (Policy) – other req. beyond |
| Finance | Development Charges Study | High | 5-year study |
| Information Technology | New Contract RFP – Computer Services | High | |
| Information Technology | Filehold Management Software | High | |
| Information Technology/Clerk | TOMRMS Records Management System | High | |
| Fire | Fire Hall #1 Preliminary Design | Low | |
| Fire | Master Fire Plan | High | |
| Fire | Diesel Generator Municipal Office | Low | |
| Public Works | County Road 10 widening | High | |

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|--------------|--|--------|--|
| Public Works | GPS Fleet System | High | |
| Public Works | Cross Road Culvert (Hay Street) | High | |
| Public Works | Cavan Works Depot – Design | Medium | |
| Public Works | 3 Culverts – Syer Line | High | |
| Public Works | Sidewalk – Brookside to Municipal Office | Medium | |
| Public Works | Pedestrian Crossing- Sherbrooke Street | High | |
| Public Works | Cavan Works Depot Preliminary Design | | |
| Public Works | Slurry Seal – Various Roads | High | |
| Public Works | Surface Treatment – Various Roads | High | |
| Public Works | Towerhill Development | High | |
| Public Works | Hot Mix Paving – Various Roads | High | |

| | | | |
|------------------------|--|--------|--|
| Public Works | Tender – 2003 Inter. Tandem | High | |
| Public Works | Tender – 2003 Inter. Tandem | High | |
| Public Works | Quotation – 2008 Dodge | High | |
| Public Works | Transfer Station Renovations | High | |
| Planning | Zoning Amendment/update | High | |
| Planning | Baxter Creek – Floodplain Mapping | High | |
| Planning | Jackson Creek-Floodplain Mapping | High | |
| Planning | Planning Consultant (Employment) - RFP | High | |
| Parks & Facilities/CAO | Community Centre Construction | High | |
| Parks & Facilities | Maple Leaf Park – Lights/Solar | Medium | |
| Parks & Facilities | Edgewood Park – Upgrades | Medium | |

| | | | |
|---------------------------|--|------|--|
| Parks & Facilities | Toro Replacement – Quotation | High | |
| Clerks | Record Retention By-law/software | High | |
| CAO | Strategic Plan – Priority Listing | High | |
| CAO | Millbrook Correctional Facility – Contamination Update | High | |
| CAO | Future Municipal Building Plans – Assigned by Council Nov. 6, 2017 | Low | |
| Planning/Public Works/CAO | Towerhill North Development | | |

This list does not include the day to day operations, including ongoing research and compliance requirements with provincial and federal legislation and other Council directed initiatives.

