

# Township of Cavan Monaghan

Corporate Strategic Plan  
2012-2014



February 2012

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**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.

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 Area<sup>1</sup> 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

<sup>1</sup> Reflects the Statistics Canada definition of Peterborough County

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

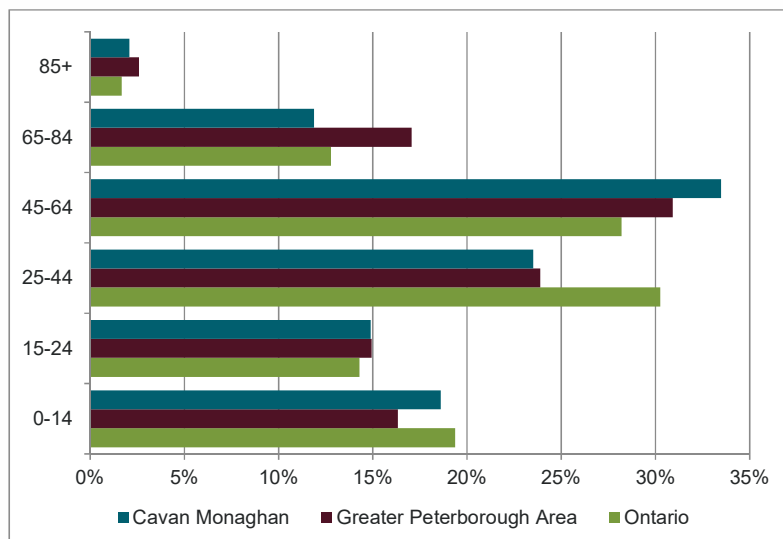
*-Community Stakeholder Interview*



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, 2006<sup>2</sup>



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

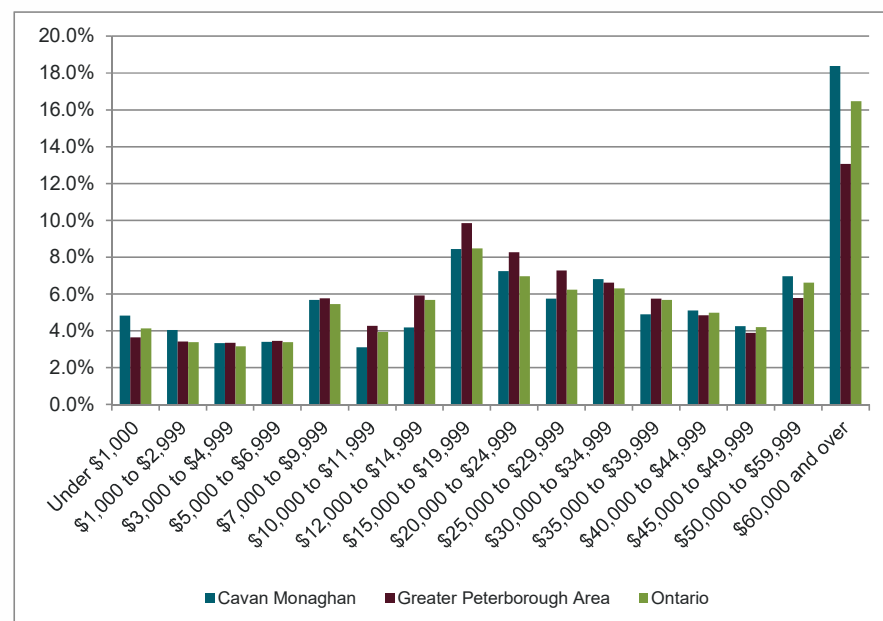
In terms of income data, recent data reveals that Cavan Monaghan's population has a higher percentage of earners in the \$60,000+ income bracket than either the Greater Peterborough Area or the Province of Ontario (Figure 3). It is worth noting however, that almost 10% of Cavan Monaghan's population 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

<sup>2</sup> 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 Monaghan<sup>3</sup>. 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%
<b>23 Construction</b>	<b>8.3%</b>	<b>7.4%</b>	<b>5.9%</b>
<b>31-33 Manufacturing</b>	<b>13.3%</b>	<b>10.8%</b>	<b>13.9%</b>
41 Wholesale trade	4.9%	3.6%	4.7%
<b>44-45 Retail trade</b>	<b>8.6%</b>	<b>12.7%</b>	<b>11.1%</b>
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%
<b>61 Educational services</b>	<b>7.9%</b>	<b>8.2%</b>	<b>6.7%</b>
<b>62 Health care and social assistance</b>	<b>11.3%</b>	<b>12.5%</b>	<b>9.4%</b>
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

<sup>3</sup> 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
<b>Total</b>	<b>186</b>

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
<b>Township of Cavan Monaghan Official Plan</b>	Official Plan update is underway. To be submitted to the County of Peterborough for approval in February 2012.
<b>Township of Cavan Monaghan Parks and Recreation Master Plan (2011)</b>	44 (out of 84) high priority recommendations identified for completion within 1-3 years of plan adoption.
<b>Master Fire Plan (2010)</b>	11 high priority recommendations slated for completion in 1-3 years.
<b>Cultural Resource Mapping (2011)</b>	No timeline attached to report recommendations.
<b>Trail Master Plan (2010)</b>	3 high priority recommendations for completion in 1-3 years.
<b>Roads Needs and Structures Study (2010)</b>	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.
<b>Accessibility Plan</b>	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"><li>■ A completed Official Plan</li><li>■ Community recreation – playing fields, trails, additional programming for all demographics and a new recreational centre</li><li>■ A community vision and political leadership</li><li>■ Investment in municipal infrastructure to manage expected community growth (roads, sewer, water, etc.)</li><li>■ Protect, conserve and manage natural and cultural heritage through heritage districts and designations</li><li>■ Redevelopment and Revitalization of: downtown</li></ul>	<ul style="list-style-type: none"><li>■ Location of the community for economic opportunities; proximity to urban areas</li><li>■ Community's heritage and history</li><li>■ Natural environment, quiet, beautiful, peaceful rural atmosphere</li><li>■ Community organizations</li><li>■ Local food: Farmer's Market, community garden</li><li>■ Protection of agricultural sector and our natural heritage</li><li>■ Community spirit</li><li>■ Local volunteers</li><li>■ Safety; community policing</li></ul>	<ul style="list-style-type: none"><li>■ Maintain the unique history and character of the place</li><li>■ Farmland will continue to produce local food that can continue to feed the community</li><li>■ The community is a place of environmental sustainability</li><li>■ Millbrook is revitalized, developed and vibrant, every store is in good repair</li><li>■ There are adequate recreational opportunities</li><li>■ Infrastructure is updated and road construction and maintenance are prioritized and acted upon</li><li>■ Promotion of heritage and</li></ul>



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

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)<sup>4</sup> 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*

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<sup>4</sup> 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
<b>Action 1:</b> 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
<b>Action 2:</b> 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"> <li>• Departmental core values</li> <li>• Strategic priorities and short term project recommendations based on criteria established by Staff</li> <li>• Resource requirements associated with long term priorities that will be reviewed annually as part of the budgeting/business planning process</li> <li>• Performance measures and success indicators</li> </ul>	Year 1	CAO	All Township Departments
<b>Action 3:</b> Approve the following Objectives for the use of Kawartha Down's slots revenue <ul style="list-style-type: none"> <li>• To complete key capital projects</li> <li>• To plan for the Township's long term financial strength and stability</li> <li>• To provide immediate and long term social benefits</li> </ul>	Years 1-3	Council	CAO, Finance Department
<b>Action 4:</b> 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
<b>Action 5:</b> Give consideration to the feasibility of allocating a percentage of future slots revenue to Cavan Monaghan's Community Funding	Year 2	Finance	Budget



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.		Department	Committee, CAO
<b>Goal 1 - Measuring Our Performance:</b> <ul style="list-style-type: none"><li>■ The level of grant money received from the Government has increased.</li><li>■ Departmental Business Plans are developed and completed annually.</li><li>■ Report Cards are developed annually for the Departmental Business Plans as a measure of progress.</li><li>■ A community satisfaction survey is developed and implemented.</li><li>■ Issues and challenges facing municipal Staff are documented and action plans are developed.</li><li>■ Revenue from then OLG Slots at Kawartha Downs is not used to stabilize the municipal tax rate or for operational costs.</li><li>■ Future OLG Slots revenues are allocated in a fiscally responsible manner.</li><li>■ The Community Funding Grants policy is used as a tool to advance community development.</li></ul>			



## Goal 2: Provide efficient and sustainable municipal and community infrastructure

Actions	Priority	Lead	Partners
<b>Action 1:</b> 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
<b>Action 2:</b> 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
<b>Action 3:</b> Advance opportunities to develop employment lands in proximity to Highway 115 and Whitting Drive	Ongoing	Planning Department	Economic and Community Development Department, GPAEDC
<b>Action 4:</b> 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
<b>Action 5:</b> 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
<b>Action 6:</b> 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
<b>Action 7:</b> 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



<b>Action 8:</b> 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.	Year 2	Economic and Community Development	Planning Department, Otonabee Region Conservation Authority, Planning Services
<b>Action 9:</b> 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.	Ongoing	Planning Department	Economic and Community Development, Finance Department, Otonabee Region Conservation Authority, Ministry of Natural Resources
<b>Goal 2 - Measuring Our Performance:</b> <ul style="list-style-type: none"> <li>■ The Build Canada Fund Water and Wastewater treatment Plant is designed and contracted.</li> <li>■ Strategic partnerships have been formed to support the financing of municipal and community infrastructure improvements.</li> <li>■ Options for a new Fire Hall and Roads Depot are identified.</li> <li>■ There is a greater availability of employment land in Cavan Monaghan.</li> <li>■ The Millbrook Correctional Facility has been re-designated for redevelopment.</li> <li>■ Community infrastructure such as trails are improved, maintained and enjoyed by community members.</li> <li>■ The future of Needler's Mill has been determined through a diligent feasibility process.</li> </ul>			



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

Actions	Priority	Lead	Partners
<b>Action 1:</b> 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.	Year 1	Planning Department	GPAEDC, Economic and Community Development Department
<b>Action 2:</b> Prepare a Comprehensive Zoning By-law that implements the changes in the updated Official Plan.	Year 1	Planning Department	
<b>Action 3:</b> 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.	Year 1	Economic and Community Development Department	Peterborough Community Futures Development Corporation, GPAEDC
<b>Action 4:</b> Provide information from a single point of contact for investors and entrepreneurs regarding property availability, zoning provisions, required planning processes and approvals.	Ongoing	Economic and Community Development Department	Planning Department, GPAEDC
<b>Action 5:</b> 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.	Year 2	Planning Department	Economic and Community Development Department, Heritage Committee, Millbrook BIA
<b>Action 6:</b> Advance efforts to create a Heritage Conservation District Plan for Millbrook.	Year 3	Economic and Community Development Department	Heritage Committee, Millbrook BIA, Chamber of Commerce, Historical Society
<b>Action 7:</b> 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.	Year 3	Planning Department	Finance Department, Economic and Community Development Department, Millbrook Chamber of



			Commerce, Millbrook BIA
<b>Action 8:</b> 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
<b>Action 9:</b> 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
<b>Action 10:</b> 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
<b>Goal 3 - Measuring Our Performance:</b> <ul style="list-style-type: none"> <li>■ The 5 year update to the Official Plan is completed.</li> <li>■ The small business base in Cavan Monaghan has grown through a greater understanding of business needs and support for entrepreneurs.</li> <li>■ Investors and entrepreneurs can access information from a single point.</li> <li>■ Downtown Millbrook is a designated Heritage Conservation District.</li> <li>■ An incentive program is used by local property owners to revitalize storefronts in Millbrook.</li> <li>■ Community events are attracting a greater number of out-of-town visitors.</li> <li>■ The Township's cultural resources are widely recognized as contributing to a high quality of place, attracting opportunities for the creative economy.</li> <li>■ The Township has a strong base of competitive intelligence on the challenges and opportunities facing its business community.</li> <li>■ The Millbrook Downtown Revitalization Study is completed.</li> <li>■ Millbrook experiences a heightened level of interest and investment in its downtown.</li> </ul>			



Goal 4: Engage residents and stakeholders in community issues and interests			
Actions	Priority	Lead	Partners
<b>Action 1:</b> 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.	Year 1	Economic and Community Development Department	All Township Departments
<b>Action 2:</b> 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.	Year 1	Economic and Community Development Department	GPAEDC, Millbrook BIA, Millbrook Chamber of Commerce, community organizations
<b>Action 3:</b> 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.	Year 2	Economic and Community Development Department	GPAEDC, Millbrook Chamber of Commerce, community organizations
<b>Action 4:</b> 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.	Year 2	CAO	All Township Departments, other community stakeholders and organizations, GPAEDC
<b>Goal 4 - Measuring Our Performance:</b> <ul style="list-style-type: none"> <li>The Township has launched a new website that attracts visits by residents and people outside of Cavan Monaghan.</li> <li>An Economic Development Committee has been formed and is actively involved in advancing economic growth within the community.</li> <li>There is a higher rate of participation and volunteerism by residents at community meetings and community events.</li> <li>A community strategic plan has been developed to reflect the aspirations of the community.</li> </ul>			





## 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*





# 1 Introduction

## 1.1 Building the Plan

### 1.1.1 Purpose

The Township of Cavan Monaghan has been, and will continue to face increased population growth, development pressure and economic change in the years to come. With a shifting and fast paced provincial and global economy, the need for a Corporate Strategic Plan that is focused on the emerging opportunities and challenges for the community is increasingly important. This is even more relevant given the Township's location adjacent to the City of Peterborough, an identified urban growth centre, under the *Places to Grow* Plan.

The purpose of the Corporate Strategic Plan is two-fold. Firstly, it is to clearly define a common vision for the community that will define the success of Cavan Monaghan. Equally important, the Plan is intended to provide Council and staff with a framework or roadmap for decision making. The Plan seeks to prioritize the key programs, services and initiatives based on the needs, values and aspirations of community members and the service delivery realities of the Township. A detailed action plan will provide direction for the community over the next 5 years and a set of performance measurements will assist the Township in the implementation and evaluation of activities and ensure that the vision and mission are accomplished.

### 1.1.2 Approach

A crucial first step in the development of the Plan has been the preparation of a **Key Findings Report**. The approach employed in the completion of this phase of the Plan involved a number of methods. A review of existing policy documents related to a broad range of issues in the Township was completed. This review provided insight into the assets, opportunities and challenges in the community. In addition, a cornerstone to developing the Corporate Strategic Plan is an understanding of the community in terms of its assets – business base, labour force, quality of life indicators etc. – as well as its local and community networks and quality of place elements. This was achieved through an assessment of the regional economy in the form of a demographic profile and competitiveness analysis. This assessment highlighted the key patterns of change in the Township when compared with the Greater Peterborough Area and the Province of Ontario.

Community engagement is an important aspect of the preparation of any strategic document. During this process, a number of engagement channels were utilized to gain broad-based input from Township Council, Township Staff, community residents, businesses and key stakeholders. A survey was distributed through the community using traditional (paper) and a web-enabled format. In addition, interviews were conducted with Township Council and Staff to gain an understanding of their vision for



the community and key areas of service delivery. Other resident, business and community stakeholders were also interviewed throughout this process to gain additional insight. Two community focus groups also allowed community members to share their ideas and identify the key priorities and actions for the Plan that would be critical to achieving the desired community vision. This process of community engagement was facilitated through the development of local networks in the community and through the use of social media.

## 2 Current Policy Framework

### 2.1 Current Policy Initiatives

The Township of Cavan Monaghan completed a number of policy initiatives in the 2010-2011 period; many of which hold relevance for the development of a Corporate Strategic Plan in that they have identified priorities and recommended actions for the Township. This section provides a brief overview of the key documents, plans and policies that will shape not only the Strategic Plan, but the development of the community as a whole.

#### 2.1.1 Township of Cavan Monaghan Official Plan Update (2011)

In 2010, the Township of Cavan Monaghan undertook a process of research and community consultation to update its 2005 Official Plan. While this effort is largely complete, the inclusion of the Fraserville Secondary Plan is still underway, with the entire plan slated for February 2012 completion.

The need for an Official Plan that gives careful consideration to sustainable growth while at the same time reflects current and emerging market conditions is an important consideration for the Corporate Strategic Plan. The Township must be seen to manage its resources effectively, but also respond to the development pressure that result from the Township's proximity to the City of Peterborough, identified as an urban growth centre in the Province's Places to Grow. Indeed the purchase of a large portion of land in the township by a development company suggests pressure for future residential development, which will have significant implications on the current infrastructure in the municipality.

#### 2.1.2 Parks and Recreation Master Plan (2011)

The Township's Parks and Recreation Master Plan is a strategic policy document for future planning and development of both parks and recreation facilities and services within the Township of Cavan Monaghan. The Plan examines existing parks and recreation opportunities, gathers stakeholder and public feedback to identify aspirations and gaps, and presented 84 recommendations for facility and service improvements in the coming 10-20 year time span.

#### A Vision for Parks and Recreation:

"Parks and recreation facilities and services in Cavan Monaghan are safe, affordable, and accessible to people of all ages. Leisure opportunities are delivered in partnership with the community with a focus on promoting lifelong personal development, active lifestyles, and community pride and cohesion."

*-Parks and Recreation Master Plan, 2011*



Key themes identified during the process include a lack of sufficient and appropriate facilities as the most significant barrier to participation in the community. In addition, the survey distributed during this process garnered substantial public support for a new multi-use community centre to replace the Millbrook Community Centre, which due to its location in a floodplain and the inability to rectify deficiencies will require replacement within the coming years – this was the highest priority stated by the community. The Plan outlined that the full cost to build this facility is estimated at \$24.4 million, or \$16.2 million without the indoor soccer field. These estimated figures are subject to amendment based on the acquisition of a confirmed site for such a facility.

Other key themes and priorities that emerged during the process of creating the Plan include the need to make improvements to existing parks and outdoor recreational amenities such as the soccer fields at Maple Leaf Park. In addition, it is noted that the implementation of the Township's Trail Master Plan (2010) has been adopted, but there has been no action or direction to date. Another key finding was the recognition of the Township's capacity and resources to meet several public needs and expectations and, therefore, suggests that partnerships and collaborations between community groups and the Township are formed to successfully implement this plan. The Plan also suggests that the Township should maximize the use of existing lands and recognize that the community is aging and that activities/programs should be developed to promote community and individual wellness.

The recommendations and findings of the Parks and Recreation Master Plan have direct impact on the development of the Corporate Strategic Plan, especially as the community engagement process has asked the community to prioritize Township initiatives related to parks and recreation.

### 2.1.3 Cultural Resource Mapping Project (2011)

Communities across Ontario are embracing culture and creativity as key drivers of their local economies and quality of life experience. The Township of Cavan Monaghan has completed a Cultural Resource Mapping Project to identify the key cultural assets in the community and understand how to better engage these assets for positive social and economic outcomes.

The project aimed to address cultural mapping in three ways:

- **Identify and map tangible cultural assets within the Township;**
- **Capture the unique expressions that define the Township's identity (the intangible assets); and**
- **Outline an action strategy for the Township to further invest in cultural planning initiatives.**

Steered by the Township's Heritage Committee, this project represented the first time the diverse range of arts, culture and heritage activities in Cavan Monaghan were collected in an inventory and assessed. Data on cultural assets were collected through a number of channels including an inventory of designated heritage properties, a



business directory, and the Kawartha Heritage Conservancy, who conducted their own audit.

Additionally, 508 cultural resources were uncovered through this mapping project in 7 categories including: 20 cultural industries, 60 cultural occupations, 17 cultural organizations, 14 facilities and spaces, 24 festivals and events, 344 natural and cultural heritage resources and 29 additional resources (which include resources such as local food producers, bed and breakfasts and rustic eateries/bakeries). It is important to note that this mapping project identified natural and cultural heritage resources as the largest category of resources. This is a theme that emerges in a number of other Township documents, including the Parks and Recreation Master Plan and the Trail Master Plan.

Some of the other significant cultural resources that are discussed in the mapping project include the 4<sup>th</sup> Line Theatre and Needler's Lane, which includes the Mill and Cavan Monaghan Community Centre and is near the Millbrook Valley Trails. Millbrook, Cavan and Mount Pleasant were identified as having small clusters of cultural activity. This mapping project also considered Places of Worship such as the Cham Shan Buddhist Temple, as a relevant cultural and community resource. In addition, approximately 60 artists and cultural sector workers were identified through this project, which suggests that Cavan Monaghan may offer an attractive alternative to city living.

The results of the baseline data and consultation seem to support this observation. In all eight themes emerged that reinforce the quality of life experience in the Township. This includes: rural/small town living and character, natural beauty, community spirit, unique built heritage, and celebrating community and professional art. Findings also suggest that activism and resilience, managing growth of community and economy, remembering our history and the importance of young people are also important considerations for the community at large.

These themes are very similar to the results from the 2007 Township of Cavan Monaghan Branding Survey, where respondents were asked to suggest a number of strengths to build on in the community.

#### **2.1.4 Trail Master Plan (2010)**

The development of a Trail Master Plan was identified as an important step in protecting local natural heritage features that have ecological benefits, as well as providing recreational opportunities for local residents. Projected increases in population and development are anticipated to result in increased pressure on recreational facilities. The Trail Master Plan was developed in response to this need to ensure that public lands throughout the municipality are available to provide public access to natural areas, and ensure the protection and enhancement of natural areas, corridors and linkages.





The objectives of the Trail Master Plan include:

- Develop a flexible document that identifies priorities for trail development and enhancement and provides direction to create trail linkages whenever possible.
- Commit to maintain existing and new trails.
- Promote community support for trails and encourage partnerships for enhancing, expanding and creating trails.
- Promote an active and healthy community and increase trail use through marketing and education programs.
- Ensure that the enjoyment of trails for all users is preserved by indicating permitted uses on trailhead signage and public education.
- Preserve natural and cultural heritage features through the protection of natural corridors, wildlife habitat during trail development and the development planning process.

The document provided comprehensive and flexible guidance by identifying proposed trail routes, potential lands for acquisition, enhancements to public lands and the identification of natural and cultural features to be preserved. The Trail Master Plan puts forward 19 recommendations to enhance the use and maintenance of trails in Cavan Monaghan. It is intended that this document is to be regularly updated over time to ensure it continually meets the needs of residents.

### **2.1.5 Master Fire Plan (2010)**

While fire services faced significant increases in call volume between 1996 and 2007, growth and expansion of core fire services needed to be examined through the Master Fire Plan, completed in 2010. The purpose of the Plan was to provide Council with a comprehensive plan for fire protection service delivery, taking into consideration the required resources as Cavan Monaghan grows.

To address these issues, a Master Fire Plan Committee was established consisting of several Department Heads, citizen representation and a representative from the Ontario Fire Marshal's Office (OFM). Eight key areas were identified as being the central focus in the Master Fire Plan process: Governance, Emergency Response, Fire Prevention (including inspections and investigations) and Public Education, Communications, Training and Education, Equipment and Apparatus, Administration (including records management, policies, and Standard Operating Guidelines that impact on identifying and assessing corporate risk along with financial management and budgeting), Facilities and locations, present and future.

These eight areas translated into a number of recommendations for the Township to ensure that fire services are adequate as the community changes. These recommendations are intended to ensure that the Township is on track to prepare itself for the future growth of the community and the implications of such growth on emergency services.



### 2.1.6 Roads Needs and Structures Study (2010)

The objectives of the study were to determine the condition and safety of roads and structures within Cavan Monaghan. The study also provided specific future capital improvements that the Township should consider. The 2010 study found that the road network in the township was in relatively good condition and typical for a rural municipality. Some criticisms towards roads centred on hazards (water, steep slopes) and the roadside having no protection against these hazards. It was suggested that the most cost effective way to repairing roads was to have a pre-engineering consultation prior to fixing the road to prevent long-term problems.

Structures were also found to be in good condition and again typical for a rural municipality. Criticisms towards structures found that several structures have minor damage or deformation and lack roadside protection. The study concluded with the recommendation that an increased budget toward road construction and structure repair will be required to improve the overall network.

### 2.1.7 Marketing Plan for Millbrook (2008)

In 2007, the Township prepared a Marketing Plan for the Millbrook Ward in an effort to provide a framework for building the brand of Millbrook and actively market the community.

The plan laid out a vision and communications strategy that target residents of Cavan Monaghan and Millbrook to become “brand stewards” and cooperatively take responsibility to get the word out to surrounding communities to come visit Millbrook and the Township.

Roles and responsibilities were also laid out in the Plan, providing the Township with the responsibility for the overall awareness marketing of Millbrook. The objective of the Township is to inform as many people in the township about the key messages as often as possible, resources permitting.

The Plan proposed that the Township use media advertising as its primary tactic in branding Millbrook. Other tactics proposed were direct mail, events, signage and word of mouth. The Plan also spoke to the need to enhancing the “product” that Millbrook provides. It suggests a range of actions such as extending hours of operation to the appearance of buildings and diversity of retail shopping opportunities.

### 2.1.8 Greater Peterborough Area Economic Development Corporation Strategic Plan (2010)

The Greater Peterborough Area Economic Development Corporation Strategic Plan 2010-2014 is included in this review of documents because of the bearing it will have on Cavan Monaghan. The GPAEDC is the economic development body for the County and City of Peterborough and is charged with economic development programming for all municipalities within the county area, including the Township of Cavan Monaghan.

The Strategic Plan was created to assist with the development of an environment that facilitates the creation of wealth and expanded employment in a manner that increases

#### **A Vision for the Greater Peterborough Area:**

“By the year 2020, the GPA will be sought out by many, and admired worldwide, as a uniquely healthy, diverse, enriched community which balances and promotes vibrant economic and employment opportunities while honouring the natural environment and valuing its cultural heritage.”

- GPAEDC Strategic Plan  
2010-2014



our citizens' standard of living and improves their quality of life. There are four core values that guide the Strategic Plan, which are: Sustainability, Innovation, Inclusivity and Differentiation.

These four values are then transferred into the development of pillars that are designed to develop a wealthy environment for Greater Peterborough. These pillars include:

- **Agriculture & Rural Development** - Provides the rural areas access to economic services and expands all aspects of natural resources in a manner that address the changing market place and builds on the development of new products and processes.
- **Manufacturing & Small Business** - Utilizes the developing infrastructure and skilled workforce to attract new investment in existing and emerging primary and support businesses that are global in scope and provides local employment.
- **Tourism** - Builds on the built and natural assets and expands the economic impact of tourism by increasing the number of visitors to the region.
- **Innovation** - Facilitates the discovery of new knowledge and encourages opportunities for investment designed to commercialize products and processes in a manner that contributes to local wealth and employment creation.

The strategic plan also provides four goals that all pillars strive to meet in order to produce a higher quality of life for Greater Peterborough. The four goals that are highlighted as priorities in the strategic plan for these pillars are:

- Building a sustainable economy.
- Attracting and maintaining a permanent/seasonal population that contributes to a skilled and adaptable labour force.
- Addressing health and housing by promoting wellness, providing accessible and quality health care, and by meeting the infrastructure continuum of housing needs.
- Respecting our culture and heritage and promoting an emerging diverse community

## 2.2 Existing Policy Framework Matrix

From the review of these documents, it is worth noting that many of these reports have included actions/recommendations for the Township with varying associated timelines, each of which point to a particular ordering of priorities. This section highlights the recommendations that were marked “high priority” or “short term”, to be completed within a 1-3 year timeline in each document. The purpose of highlighting the high priority recommendations is to provide a starting point for the Township insofar as its response to community needs (Section 4 of this report) and a discussion of future budget and resource provisions.



**Figure 1: Document Review - High Priority Recommendations**

Plan/Policy Recommendation	High Priority (1-3 years)
<b>Township of Cavan Monaghan Official Plan (2011)</b>	
<ul style="list-style-type: none"> <li>Completion of the Official Plan Update</li> </ul>	In progress
<b>Township of Cavan Monaghan Parks and Recreation Master Plan (2011)</b>	
<ul style="list-style-type: none"> <li>Complete annual inventory and gap analysis of all recreation, parks and cultural services available to residents categorized by age grouping, gender and activity type (active, visual and performing arts, sports, etc.)</li> <li>Develop a program and service plan that addresses facilitating/providing a balance of opportunities for all ages, genders and abilities through partners and community groups.</li> <li>Utilize the Parks and Recreation High 5 Quality Assurance Program, provide training to service providers specializing in child development to ensure safety and quality assurance.</li> <li>Host annual focus groups with older adults to best determine the services required, service delivery mechanisms and to promote volunteer opportunities.</li> <li>Complete the audit and cultural mapping exercise with a view of promoting and strengthening arts and cultural opportunities within Cavan Monaghan.</li> <li>Meet annually with arts and cultural representatives to foster open dialogue on needs, programs, opportunities and successes.</li> <li>Continue to implement the Township's Accessibility Plan and Accessibility Standards for Customer Service, with the inclusion of annual reviews to determine what further measures can be taken to reduce barriers to participation in recreation, parks and cultural activities.</li> <li>Develop a policy that addresses access to recreation, sport and cultural activities for persons experiencing unemployment and low incomes, as well as, persons with disabilities.</li> <li>Work with sport and community groups to address access for persons with low incomes.</li> <li>Develop a simplistic social marketing strategy that utilizes existing communications vehicles to promote local events and the importance of participating in recreation, parks, sporting and cultural activities as its benefits to one's social, emotional, physical and spiritual wellbeing and health.</li> <li>Develop a working committee consisting of community groups, churches, school representatives, the Public Health Unit, as well as Provincial Ministry of Health Promotion and Sport representative to develop a plan and utilize existing tools to educate and promote physical activity within Cavan Monaghan.</li> <li>Utilize the corporate website to promote physical activity and assist residents and community groups to monitor activity levels.</li> <li>Meet with volunteer groups that are already engaged in greening initiatives to determine their needs and contributions to the greening strategy.</li> <li>A new Multi-use Community Centre should be developed to replace the existing Millbrook Community Centre.</li> <li>Confirm the proposed space program, capital cost estimates, and operating cost estimates following the acquisition of a site for the multi-use community centre, but prior to the</li> </ul>	All Recommendations listed here were identified as 1-3 years



Plan/Policy Recommendation	High Priority (1-3 years)
<p>facility's design phase. The Township should evaluate and establish a goal for community fundraising following the design phase of the multi-use community centre.</p> <ul style="list-style-type: none"> <li>■ The Township and Lions Club should work together to develop a strategy that addresses the group's long-term space needs. This may involve the integration of the Club into the new multi-use community centre. Should any organization require dedicated space within the proposed facility, a memorandum of understanding should be developed prior to the facility's design.</li> <li>■ Trail linkages to the new multi-use community centre should be investigated as part of the facility's site selection and development.</li> <li>■ Priority should be placed on implementing the recommendations contained in the Cavan Monaghan Trail Master Plan.</li> <li>■ Seek opportunities to improve the playability of the grass surface on both the upper and lower soccer fields at Maple Leaf Park, which are uneven and often wet. The Township should also work with park users to resolve any outstanding parking issues at this park.</li> <li>■ Following the turf improvement to the soccer fields at Maple Leaf Park, install lighting on one or both fields to allow for evening play.</li> <li>■ The Township of Cavan Monaghan should establish a playground replacement/upgrade program with guaranteed annual funding that allows for proactive repairs and replacements.</li> <li>■ Continue to maximize Planning Act provisions in acquiring parkland and establishing a linked open space system.</li> <li>■ The Township should strive to achieve a parkland provision target of 3.0 hectares of parkland per 1,000 residents.</li> <li>■ The Township should place a high priority on acquiring a sufficient land base for the proposed multi-use community centre in the short term. Approximately 8 hectares (20 acres) of flat land are required for the proposed facilities, with another 4 hectares (10 acres) being ideal to accommodate some degree of future expansion.</li> <li>■ Create a Parks, Recreation and Cultural Advisory Committee to solicit community guidance and assistance in the delivery of leisure services. The committee should consist of local volunteers and representation from Township Council.</li> <li>■ Host annual planning sessions with sport, arts and community organizations to discuss the community needs and the ability of the existing groups to respond.</li> <li>■ Continue with the Community Funding Grants Program to community groups and align grant criteria with the current needs of the community and program and service needs.</li> <li>■ Provide staff training on the elements of community development so that building capacity with community groups and developing new community groups becomes a shared responsibility with central leadership.</li> <li>■ Consider the extension of the Community Development Coordinator to a full-time and permanent position.</li> <li>■ Programs and drop-in opportunities for youth and seniors should be high priorities within the new multi-use community centre.</li> </ul>	<p>All Recommendations listed here were identified as 1-3 years</p>



Plan/Policy Recommendation	High Priority (1-3 years)
<ul style="list-style-type: none"> <li>■ Local arts and cultural stakeholders should be consulted in the design of the new multi-use community centre to ensure that their needs are given appropriate consideration.</li> <li>■ Develop a volunteer Program that articulates Cavan Monaghan's approaches to recruit, train, supervise, evaluate and recognize volunteers, as well as promote the benefits of volunteerism.</li> <li>■ Initiate a process to formally recognize volunteers on an annual basis and informally on a more regular basis.</li> <li>■ Develop a centralizing volunteer posting mechanism (possible on the municipal website) that allows groups to post volunteer opportunities and share stories about volunteerism.</li> <li>■ Staff responsible for the delivery/facilitation of parks, recreation and cultural services should meet regularly to discuss the vision and role of the departments (as recommended through the Master Plan) and to discuss the operational implications of aligning with these statements.</li> <li>■ Council should formally adopt the service delivery model recommended in this Master Plan. This model is based on community development principles and building capacity within the community to deliver services, with the municipality addressing gaps through the direct delivery of service.</li> <li>■ Complete a review of the existing policies and procedures to ensure that they are relevant, updated and appropriate to the delivery of service in Cavan Monaghan.</li> <li>■ Review job descriptions, job parameters and individual work plans before the Master Plan recommendations are implemented.</li> <li>■ Create a professional development plan for each staff person that reflects the skill development needed to implement the recommendations in the Master Plan.</li> <li>■ Develop customer service standards for the delivery/facilitation of services and test customer satisfaction levels annually.</li> <li>■ Develop a Communications Plan that articulates the key messages, how often they need to be delivered, as well as the appropriate communications vehicle.</li> <li>■ Participate in the training available through the Lifestyle Information Network regarding legislative compliance and implement the tools available to audit legislative compliance in the delivery of services.</li> <li>■ Ensure all staff receives training in Occupational Health and Safety and Risk Management</li> <li>■ Review the concession operations with a view to making a net profit internally or outsourcing the operations to a third party (note: The Plan notes that an RFP was issued for outsourcing this service at the time of writing)</li> </ul>	<p>All Recommendations listed here were identified as 1-3 years</p>



Plan/Policy Recommendation	High Priority (1-3 years)
<b>Master Fire Plan (2010)</b>	
<ul style="list-style-type: none"> <li>■ Weekday Availability of Sufficient Firefighters</li> <li>■ Review firefighter's recruitment policy and make the necessary procedural changes to include an adequate number of volunteers for firefighting.</li> <li>■ Fire Station 1 cannot be expanded sufficiently to meet the needs of the fire service; therefore a new larger station would need to be built to accommodate future needs of the fire service.</li> <li>■ Station 2 should be relocated to a more southerly site that would be more advantageous to the Township.</li> <li>■ Add an Aerial Ladder Truck to the fleet of firefighting vehicles in order to accommodate built up areas.</li> <li>■ Ensure firefighting communications system complies with Industry Standards prior to 2012 and have a preventive maintenance program in place for the system.</li> <li>■ Emergency Communications System</li> <li>■ Institute a self-inspection program for fire safety and code enforcement in Commercial and Industrial premises to augment present fire prevention activities.</li> <li>■ Implementation of a fire safety and education program designed to visit residences in these areas on a regular basis to ensure a reasonable level of fire safety readiness.</li> <li>■ Fire Apparatus Maintenance &amp; Replacement Policy</li> <li>■ Suggested Operating Guidelines</li> </ul>	<p>Immediately</p> <p>0-2 years</p> <p>0-3 years</p> <p>0-3 years</p> <p>0-3 years</p> <p>0-2 years</p> <p>0-2 years</p> <p>0-2 years</p> <p>0-2 years</p> <p>0-2 years</p> <p>0-1 year</p>
<b>Cultural Resource Mapping Project (2011)</b>	
<ul style="list-style-type: none"> <li>■ Maintain and update the cultural mapping database annually.</li> <li>■ Develop a full Municipal Cultural Plan to provide the Township with a comprehensive strategy that creates a "cultural lens", integrating culture across all facets of Township decision making and planning.</li> </ul>	<p>No timeline attached to report recommendations</p>
<b>Trail Master Plan (2010)</b>	
<ul style="list-style-type: none"> <li>■ Expansion of existing trails to improve connectivity with other trails including the Oak Ridges Moraine Trail, Ganaraska Hiking Trail, Trans Canada Trail and Victoria Rail Trail. <ul style="list-style-type: none"> <li>● Proposed Trail Linkages: Oak Ridges Trail, Ganaraska Hiking Trail</li> </ul> </li> <li>■ Enhance existing recreational opportunities <ul style="list-style-type: none"> <li>● Millbrook Valley Trails</li> <li>● Millbrook Walking Trail</li> </ul> </li> <li>■ Identification of proposed locations for new trails and recreational opportunities</li> </ul>	<p>1-3 years</p> <p>1-3 years</p> <p>1-3 Years</p>





In reviewing this table, it is evident that there are a significant number of recommendations and actions that are intended to be acted on in the short term. In the case of the Parks and Recreation Master Plan, approximately half of the recommendations (44 out of 84) were identified as high priority for the community. However, given the immense number of high priority recommendations and the current level of staffing in the Township to act on these recommendations, greater consideration to short, medium and long term priorities should be considered.

On the whole, the Township would benefit from a better understanding of the short, medium and long term priorities of each department, particularly where they are responsible with the implementation of these plans.

## 2.3 Community Assets

There are a number of facilities, programs and services offered by both community organizations and the Township that play a critical role in the everyday lives of residents. These community assets contribute to making the Township of Cavan Monaghan an attractive and healthy place to live and work. This section aims to identify some of the key Township-owned, Township-maintained and non-municipal owned facilities, programs, services, businesses and community organizations that are considered assets in the community. This list is not intended to be exhaustive, but to provide insight into the key strengths of the community. In reviewing community assets, the 2011 Services Guide, the Township website, any print marketing material and brochures were used.

**Figure 2: Community Asset Inventory, 2011**

Community Asset Description	Township-owned	Non-municipal ownership
<ul style="list-style-type: none"> <li>■ <b>Adopt-A-Road Program</b> - established as a public service program for volunteers to enhance the local litter collection activities of the municipality by collecting litter along Township Road Right-of-Ways. It is an opportunity for environmentally conscious citizens to make a personal contribution to a cleaner and more beautiful environment.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>■ <b>Canada Day Event</b></li> </ul>	✓	
<ul style="list-style-type: none"> <li>■ <b>Cavan Monaghan Community Centre (hall)</b> - The multi-purpose hall has a capacity of 220 persons with 2,500 square feet of usable space; 4,000 square feet with storage, kitchen and restrooms.</li> <li>■ <b>Cavan Monaghan Community Centre (arena)</b> - The Millbrook Community Centre includes the Township's arena. The arena has seating for 300 persons.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>■ <b>Cavan Monaghan Library Buildings</b> - (Bruce Johnston library in North Monaghan and Millbrook Branch) have a large and varied collection of print and audio-visual material.</li> </ul>	✓	
<ul style="list-style-type: none"> <li>■ <b>Cavan Monaghan Municipal Office</b> - The Cavan Monaghan Municipal Office is located in a converted school and contains a gymnasium, in addition to the Township's administrative offices.</li> </ul>	✓	



Community Asset Description	Township-owned	Non-municipal ownership
■ <b>Cavan Monaghan Transfer Station</b> - offers residents waste maintenance services.	✓	
■ <b>Cavan Monaghan Fire Stations</b> – 52 King St E (Millbrook), 1047 Mount Pleasant Rd (Cavan), offers emergency and fire services.	✓	
■ <b>Centennial Place</b> – A long term care home		✓
■ <b>Champion's Gymnastics Facilities</b> - just west of Peterborough, offers recreational gymnastics classes to children as young as three years up to teenagers.		✓
■ <b>Community Parks</b> <ul style="list-style-type: none"> <li>● <b>Cedar Valley Park</b> - creative and traditional play structure, half basketball court, open space</li> <li>● <b>Edgewood Park</b> - swing set</li> <li>● <b>Maple Leaf Park</b> - two ball diamonds (one lit), two full size soccer fields (each can be programmed as two mini fields), creative play structure, concession, washroom, storage buildings</li> <li>● <b>Peace Park</b> - creative play structure, open space (small)</li> </ul>	✓	
■ <b>Farms</b> – There are a number of farms in the community that are part of the Kawartha Farm Fresh initiative targeted at supporting local farmers (e.g.: Woodleigh Farms, Peterborough Buffalo Farms, Pinehaven Farm, etc.).		✓
■ <b>4<sup>th</sup> Line Theatre</b> - Community theatre housed at Winslow Farms. Celebrated its 20 <sup>th</sup> season in 2011. The mandate of the theatre is to preserve and promote Canadian cultural heritage through the development and presentation of regionally based historical dramas.		✓
■ <b>Home Alarm Inspection Campaign</b>	✓	
■ <b>Lion's Den</b> - The Millbrook Lion's Den is an old school house that was converted into a hall. It has a capacity of 75 people and contains a kitchen and a bar. The Lion's Den is also accompanied by 3 acres of open space.	✓	
■ <b>Millbrook Fairgrounds</b> - In addition to its large outdoor open space, this property contains several exhibit and storage buildings that are used for the Millbrook Fair. The property is managed by the Millbrook Agricultural Society, which owns the majority of the Fairgrounds land (the Township owns a minority stake of the land).		✓
■ <b>Millbrook Valley Trails</b> – Developed through a project between the Township of Cavan Monaghan, Otonabee Regional Conservation Authority, The Ontario Ministry of Natural Resources and Peterborough County Stewardship, Human Resources Canada, the Canada Millennium Partnership and community groups and volunteers.		✓
■ <b>Millbrook Community Care</b> - provide a variety of essential services to seniors (60+) and adults with physical challenges.		✓
■ <b>Millbrook Agricultural Society</b> – Business club for agricultural producers and hosts of the Millbrook and District Agricultural Fair.		✓
■ <b>Millbrook Business Improvement Area</b> – A business association with the principal function of increasing business by improving the physical environment in Millbrook through special events,		✓



Community Asset Description	Township-owned	Non-municipal ownership
beautification, promotion and advertising.		
■ <b>Millbrook &amp; Cavan Historical Society</b> – Aims to promote the history of the community.		✓
■ <b>Millbrook &amp; District Chamber of Commerce</b> - A membership of businesses that aims to create a profile for Millbrook and area as a destination, drawing people from outside of the community.		✓
■ <b>Millbrook &amp; District Food Share</b> – Local food bank in Millbrook		✓
■ <b>Millbrook Medical Centre</b>		✓
■ <b>Needler's Mill</b> - Owned by the Otonabee Region Conservation Authority and maintained by the Township, Needler's Mill is currently used for storage. The Mill is in disrepair and its long-term maintenance repair is under discussion.		✓
■ <b>Old Millbrook Fire Hall</b> - The Old Millbrook Fire Hall is leased by the Township to the Cavan-Monaghan Firefighters Association and contains a museum and a private meeting room.	✓	
■ <b>Old Millbrook School</b> - The Old Millbrook School is a designated heritage site and contains a branch library, Family Centre, playground, skateboard park, and community garden.	✓	
■ <b>OLG Slots at Kawartha Downs and Speedway</b> - Offers horse racing, car racing, slot machines and a number of multi-purpose rooms that can accommodate concerts, performances, conferences, parties and events of all sizes.		✓
■ <b>Peterborough Curling Club</b> - Just west of Peterborough City limits, the Club contains 6 sheets of curling ice and has an upper level hall overlooking the ice.		✓
■ <b>Peterborough Municipal Airport</b> – Recently completed expansion makes the runway the longest between Toronto and Ottawa. A new terminal building was constructed and groundside commercial development.		✓
■ <b>Places of Worship</b> - Community organizations may also utilize several churches for recreation purposes. In addition, the Cham Shan Buddhist Temple and retreat in the Township which will attract visitors to the area.		✓
■ <b>Public Schools in Cavan Monaghan</b>		✓
■ <b>Public Skating Program</b>	✓	
■ <b>Royal Canadian Legion</b> - Has a licensed hall with capacity for 200 people and a club room with capacity for 80 people.		✓
■ <b>Women's Institute</b>		✓
■ <b>Youth Program</b>	✓	



## 3 Our Current State

This section aims to provide an in-depth view of Cavan Monaghan through a demographic and economic competitiveness assessment. All indicators are relative to the Greater Peterborough Area and the Province of Ontario, providing insight into the economic performance of Cavan Monaghan.

### 3.1 Demographic Profile

#### 3.1.1 Population Change

The most recent population count, according to the Parks and Recreation Master Plan, places the Township of Cavan Monaghan at 9,235 persons. Population growth in Cavan Monaghan was moderate between 2001 and 2006, at 4.4%, increasing to just over 8,800 (Figure 3). However, over the same time period Cavan Monaghan's population grew less than the surrounding Greater Peterborough Area and the Province of Ontario as a whole. Given the predominantly rural nature of the township this is to be expected as trends towards urbanization continue. This trend is expected to change, however, as the Province of Ontario has identified the City of Peterborough as a future Urban Growth Centre in the *Places to Grow* Plan.

The 2010 Draft Township of Cavan Monaghan Official Plan, informed by a population growth background paper provides population projections for the township. This document considers *Places to Grow* and forecasts to 2031, predicting that the community will grow by 3,350 persons, reaching a total of 12,250. In this scenario, the majority of growth is distributed across Millbrook, Fraserville and the Hamlets in the Township.

Another population forecast is found in the *Development Charges Background Study* (2010), which estimates that the Township's population will increase by 2,900 persons between 2010 and 2028, resulting in a total population of, 11,735 in 2028. This forecast effectively increases households from 3,119 in 2010 to 4,301 in 2028, distributed across Millbrook, Fraserville and the Township's rural area.

Figure 3, adapted from the Master Fire Plan (2010) illustrates a population forecast until 2031, where the township population would be 11,267. While each of these population projections are slightly different from one another, they are generally uniform by forecasting a moderate growth scenario.



**Figure 3: Population Projections**

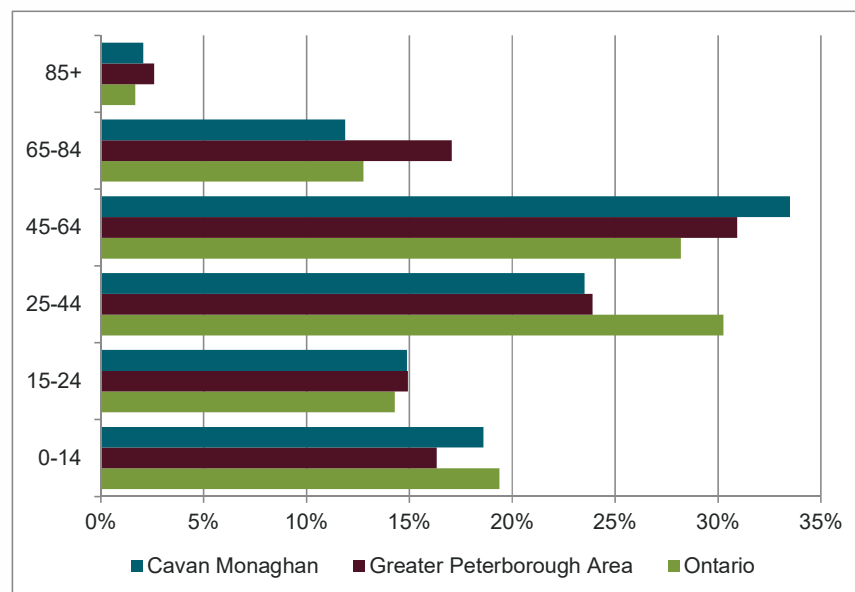
Year	Population of Peterborough County	Population of Cavan Monaghan	% Share of County Population
2006	58,682	8,828	15.0%
2011	61,465	9,219	15.0%
2015	63,819	9,572	15.0%
2025	70,607	10,591	15.0%
2031	75,118	11,267	15.0%

Source: Derived from Township of Cavan Monaghan Master Fire Plan (2010), by Millier Dickinson Blais Inc.

### 3.1.2 Age Structure

As Figure 4 suggests the largest age group in Cavan Monaghan is in the later working ages (from 45-64) at 33% of the Township population. The majority of the population (roughly 55%) is between the ages of 25-64. This is a slightly older age profile than for Ontario as a whole, but follows the surrounding Greater Peterborough Area closely. The most noticeable difference is that the younger working age group (25-44) is the dominant category for the rest of the Province and is noticeably smaller in both Cavan Monaghan and Peterborough. Cavan Monaghan also appears to be trending closely with the Province in percentage of children within the population.

**Figure 4: Population by Age Structure, 2006**



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

The changes in population structure in both Cavan Monaghan and Peterborough followed the same trends from 2001 to 2006. This is shown in Figure 5, Cavan Monaghan's total nominal population increased by nearly 400 individuals (increasing by 4.4%) and Greater Peterborough Area grew by 7,200 (increasing by 5.7%). Both



regions saw an outflow of the 25-44 and 0-14 age groups away from the region, but were replaced by an increase of those individuals in the 45-64 age cohort. This, in tandem with the smaller increase in the 15-24 age cohort would suggest that more established families are choosing Cavan Monaghan and young adults are following their parents, though perhaps not settling. While this arrival of more senior-level workers has positive implications for average income and household wealth within the region, the economic stability of the region could be enhanced by attracting and retaining more individuals in the younger age cohorts.

**Figure 5: Population Change, by age group, 2001-2006**

	Township of Cavan Monaghan			Greater Peterborough Area		
	2001 Population	2006 Population	Percent Change	2001 Population	2006 Population	Percent Change
<b>0-14</b>	1,745	1,575	-2.0%	22,465	20,555	-1.5%
<b>15-24</b>	1,170	1,260	1.1%	16,585	18,795	1.8%
<b>25-44</b>	2,285	1,990	-3.5%	31,570	30,070	-1.2%
<b>45-64</b>	2,305	2,835	6.3%	32,485	38,925	5.1%
<b>65-84</b>	875	1,005	1.5%	20,225	21,460	1.0%
<b>85+</b>	85	175	1.1%	2,520	3,265	0.6%
<b>Total</b>	8,465	8,840	4.4%	125,850	133,070	5.7%

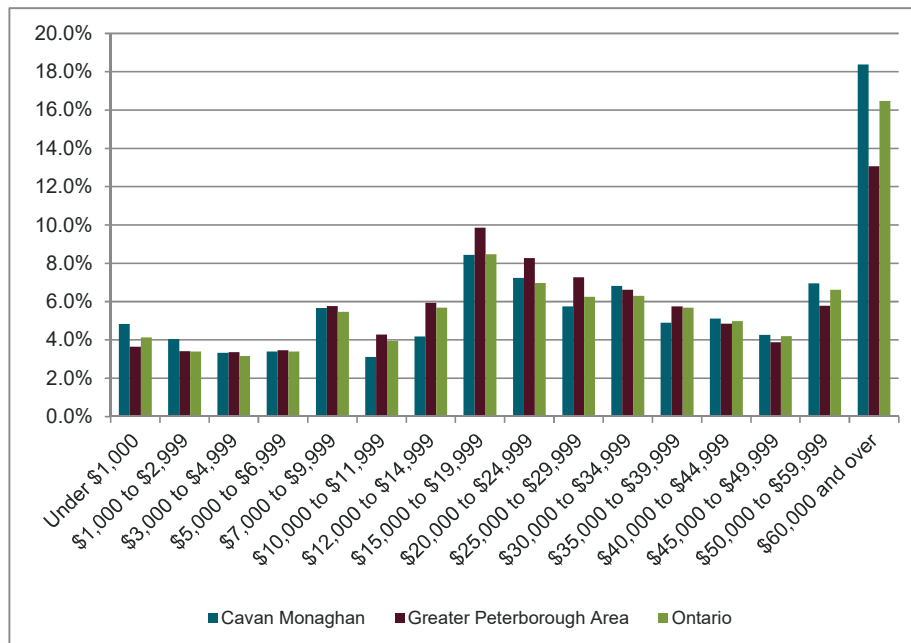
Source: Derived from Statistics Canada (Census of Population, 2006) by Millier Dickinson Blais Inc.

### 3.1.3 Total Income

Cavan Monaghan has a higher percentage of earners in the \$60,000 and over income bracket than Peterborough and the Province of Ontario. The average income in Cavan Monaghan in 2005 was \$37,157, as opposed to \$32,669 in Peterborough, yet slightly below the provincial average of \$38,099. This is particularly noteworthy, given the relatively small population in Cavan Monaghan. Yet, Figure 6 does illustrate that Cavan Monaghan has relatively low income earners in the community. Those earning \$30,000-\$35,000 is slightly higher than Peterborough and the Province. Additionally, those earning under \$1000 annually are very small, but still slightly higher than Peterborough and the Province.



**Figure 6: Total Income, 2005**



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

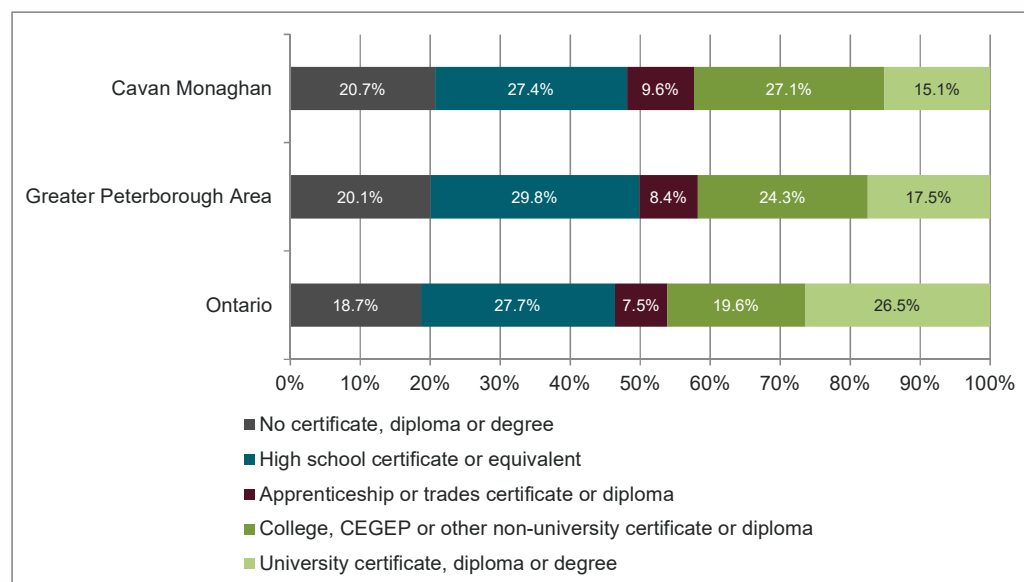
### 3.1.4 Education Attainment

The level of educational attainment in a municipality can be used as a general indicator of the capacity for innovation of the local population. Figure 7 demonstrates that just 15.1% of Cavan Monaghan's 'working age' (15 to 64) population have a university degree, which lags both the Greater Peterborough Area (17.5%) and the Province (26.5%). Notably, Cavan Monaghan does have a similar share of its population with college or apprenticeship degrees, providing it with a strong labour force for industries such as agriculture, manufacturing and retail trade.





**Figure 7: Comparative educational attainment, population aged 15-64, 2006**



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

### 3.1.5 Immigration Profile

Given the decreasing population replacement through fertility (current fertility rates in Ontario are at roughly 1.58 children per woman in 2008<sup>1</sup>) immigration plays an increasingly important role in supporting population growth and diversifying the labour force. Of the total population in Cavan Monaghan, 7.5% are immigrants (665 of 8,840). Greater Peterborough Area has a similarly low level of immigrants within the total population at 9.4%. In contrast, 28% of the population of Ontario are immigrants. This is largely due to the international draw of Toronto, clearly the immigrant population is not dispersing out to rural areas like Peterborough and Cavan Monaghan.

Figure 8 shows the top 10 places of origin for immigrants in Ontario, Peterborough, and Cavan Monaghan, while Figure 9 shows the same listing for “Recent Immigrants”<sup>2</sup>, according to the 2006 Statistics Canada Census. Immigrants in both Cavan Monaghan and Peterborough are mainly of European descent, with strong majority representation from the United Kingdom in both instances. Immigrants across the Province of Ontario however, hail from a broader range of origins, reflecting the changing nature of international migration. The UK still leads all origins, but India and China are equally high contributors to Ontario population growth.

<sup>1</sup> Ontario Ministry of Finance. Ontario Population Projections Update. Online: <http://www.fin.gov.on.ca/en/economy/demographics/projections/#s4c>

<sup>2</sup> Statistics Canada defines a Recent Immigrant as an immigrant who arrived since the last census. 2006 census counts of Recent Immigrants would include all those who arrived since 2001.



**Figure 8: Top Places of Origin for Immigrants, 2006**

Cavan Monaghan	% of Immigrants	Greater Peterborough Area	% of Immigrants	Ontario	% of Immigrants
1 United Kingdom	41%	United Kingdom	35%	United Kingdom	9%
2 Netherlands	14%	USA	9%	India	8%
3 Germany	5%	Germany	8%	China	7%
4 Austria	5%	Netherlands	7%	Italy	6%
5 USA	5%	Poland	5%	Philippines	4%
6 Philippines	3%	Non-permanent residents	4%	Non-permanent Residents	3%
7 Poland	2%	India	3%	Hong Kong	3%
8 Non-permanent residents	2%	China	3%	Poland	3%
9 Hungary	2%	Italy	2%	Portugal	3%
10 Belgium	2%	South Korea	1%	Jamaica	3%

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

Figure 9 further illustrates the changing nature of international migration to the Greater Peterborough Area and the Province through percentages of recent immigrants by place of origin. East and South Asian countries dominate the lists of top places of origin for 2006, though the Greater Peterborough Area did see a number of American immigrants in the period from 2001-2006. Unfortunately there were so few recent immigrants to Cavan Monaghan that charting place of origin would not yield any telling conclusions. However, given the changing dynamic of immigration by place of origin profiles in the Greater Peterborough Area and the Province, the future immigrant profile of Cavan Monaghan may change.

**Figure 9: Recent Immigrants by place of origin, 2006**

Greater Peterborough Area	% of Immigrants	Ontario	% of Immigrants
1 China	14%	India	15%
2 United Kingdom	13%	China	13%
3 USA	12%	Pakistan	8%
4 India	8%	Philippines	6%
5 Colombia	6%	Sri Lanka	3%
6 Jamaica	5%	USA	3%
7 South Korea	5%	Iran	3%
8 Russia	4%	South Korea	3%
9 Afghanistan	4%	Russia	2%
10 Mexico	3%	Colombia	2%

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

## 3.2 Competitive Analysis

### 3.2.1 Employment by Industry

Major employment sectors in Cavan Monaghan are typical of the Province of Ontario: Manufacturing, Retail Trade, Health Care & Social Assistance, and Educational Services are four of the five main employment sectors for Cavan Monaghan, Peterborough and the Province of Ontario (Figure 10). Construction rounds out the top



five sectors for Cavan Monaghan and is a strong employer throughout the province. The Greater Peterborough Area has strong employment in the Accommodation and Food Services sector, while the Province of Ontario has a strong workforce in Professional, Scientific, and Technical services.

**Figure 10: 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%
<b>23</b>	<b>Construction</b>	<b>8.3%</b>	<b>7.4%</b>	<b>5.9%</b>
<b>31-33</b>	<b>Manufacturing</b>	<b>13.3%</b>	<b>10.8%</b>	<b>13.9%</b>
41	Wholesale trade	4.9%	3.6%	4.7%
<b>44-45</b>	<b>Retail trade</b>	<b>8.6%</b>	<b>12.7%</b>	<b>11.1%</b>
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%
<b>61</b>	<b>Educational services</b>	<b>7.9%</b>	<b>8.2%</b>	<b>6.7%</b>
<b>62</b>	<b>Health care and social assistance</b>	<b>11.3%</b>	<b>12.5%</b>	<b>9.4%</b>
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.

Despite the high numbers of employment in sectors like Manufacturing and Retail Trade, several of the leading employment sectors in Cavan Monaghan decreased from 2001 to 2006. Manufacturing decreased by 5% and Retail Trade by 12%, as illustrated in Figure 11. Alternatively, the Professional, Scientific, and Technical Services sector in Cavan Monaghan increased by 130% from 2001 to 2006 and the Arts, Entertainment and Recreation sector also increased by nearly 100% over the same period. The growth in these industry sectors is of note as Cavan Monaghan is known for its concentration of cultural activity and artists. It is noteworthy to compare to the Cultural Resource Mapping Project that was completed by the Township in 2011, demonstrating that there are a significant number of cultural assets in the community, some of which are cultural industries.



**Figure 11: Percent Change in Employment by Industry, 2001-2006**

NAICS Category	Percent Change '01-'06	
	Cavan Monaghan	Peterborough
11 Agriculture, forestry, fishing and hunting	-19%	0%
21 Mining and oil and gas extraction	**	-10%
22 Utilities	-14%	36%
23 Construction	32%	10%
31-33 Manufacturing	-5%	-3%
41 Wholesale trade	23%	6%
44-45 Retail trade	-12%	16%
48-49 Transportation and warehousing	5%	-1%
51 Information and cultural industries	13%	28%
52 Finance and insurance	-31%	-2%
53 Real estate and rental and leasing	0%	26%
54 Professional, scientific and technical services	130%	20%
55 Management of companies and enterprises	**	133%
56 Administrative and support, waste mgmt., etc.	54%	46%
61 Educational services	22%	19%
62 Health care and social assistance	2%	14%
71 Arts, entertainment and recreation	94%	17%
72 Accommodation and food services	-25%	7%
81 Other services (except public administration)	52%	3%
91 Public administration	49%	13%

\*\* Industries 21 & 55, denoted with \*\*, had no employment in 2001 and therefore cannot be used to demonstrate a percentage change.

### 3.2.2 Regional Location Quotients

To gain further insight into areas of economic specialization in the Township of Cavan Monaghan location quotients (“LQs”) have been calculated and discussed in this sub-section. These figures will identify and measure the concentration of industry activity in Cavan Monaghan, and are presented by North American Industrial Classification System (NAICS) code.

Location quotients are a commonly used tool in local/regional economic analysis. They assess the concentration of economic activities within a smaller area relative to the overarching region in which it resides. For the purposes of this study we have calculated location quotients that compare industry sector concentration in the Township of Cavan Monaghan relative to the Greater Peterborough Area and the Province of Ontario.

A location quotient greater than 1.0 for a given sector indicates a local concentration of economic activity as compared to the region, in this case the Province of Ontario, which may equate to a competitive advantage for the local economy. Location quotients equal to 1.0 for a given sector implies that the Township has the same concentration of economic activity as the overarching region. Finally, a location quotient of less than 1.0 indicates a concentration of economic activity that is less than the overarching region and may point to a gap or disadvantage in attracting this form of business or industry.



In theory, an industrial or business concentration that is greater than the overarching regional average may represent the export base of the participating municipalities, presumably satisfying demand elsewhere in the comparison region. Businesses that make up this export base may have chosen to locate in the area due to certain regional competitive advantages. These competitive advantages can be used to attract further investment in the future in the same or complimentary industries.

Despite its relatively small size, the Township of Cavan Monaghan exhibits a strong economic base and a high concentration of employment in the following sectors (Figure 10, NAICS code in parentheses below):

- |  |           |
|--|-----------|
| • Agriculture, forestry, fishing & hunting (11)      | LQ = 4.33 |
| • Construction (23)                                  | LQ = 1.48 |
| • Wholesale (41)                                     | LQ = 3.78 |
| • Transportation & warehousing (48-49)               | LQ = 1.97 |
| • Arts, entertainment & recreation (71)              | LQ = 5.44 |
| • Other services (except public administration) (81) | LQ = 1.5  |

Based solely on analysis of the location quotients, Cavan Monaghan would appear to have a clear competitive advantage in three areas over the rest of Ontario: (a) Wholesale, (b) Arts, entertainment and recreation, and (c) Agriculture, forestry, fishing and hunting. To a lesser extent Cavan Monaghan also has a higher concentration of Transportation & Warehousing businesses compared to the rest of Ontario.

Location quotients, however, should not be used in isolation without looking at other data related to the industry. In the Township of Cavan Monaghan, as an example, Agriculture, forestry, fishing & hunting has one of the highest LQs but the changing face of Ontario's economy shows that this is not necessarily a promising statistic. While the LQ indicates a comparative competitive advantage over the rest of the province this may simply be attributed to the fact that much of the rest of the province is experiencing a downward trend in agriculture.

Similarly, the Health Care and Social Assistance sector have a low LQ, yet it is one of the top sectors for employment in Cavan Monaghan. Professional, Scientific and Technical Services grew 130% from 2001 to 2006 in Cavan Monaghan, and reached a moderate LQ of 1.06. The Greater Peterborough Area, however, has a much lower LQ for the same sector; this promises to continue to support Cavan Monaghan's growth in this area.

The Accommodation and Food Services sector is one of Peterborough's stronger sectors for location quotients, and very low sector for Cavan Monaghan. Furthermore, total employment in the sector in Cavan Monaghan dropped by 25% from 2001 to 2006, but grew by 7% in Peterborough (see Figure 12). This sector is a strong component of a robust tourism industry for the Township.



**Figure 12: Cavan Monaghan & Greater Peterborough Area Location Quotients, Total Employment and Percent Change ('01 - '06)**

Industry (NAICS)	Cavan Monaghan 2006 LQ	2006 Employment	'01-'06 % Change	Greater Peterborough Area 2006 LQ
11 Agriculture, forestry, fishing and hunting	4.33	195	-18.8%	1.22
21 Mining and oil and gas extraction	0.0	15	—	1.46
22 Utilities	0.0	125	-13.8%	1.02
23 Construction	1.48	415	31.7%	1.03
31-33 Manufacturing	0.3	665	-5.0%	0.72
41 Wholesale trade	3.78	245	22.5%	0.77
44-45 Retail trade	0.62	430	-12.2%	1.19
48-49 Transportation and warehousing	1.97	295	5.4%	0.83
51 Information and cultural industries	0.6	85	13.3%	0.73
52 Finance and insurance	0.26	90	-30.8%	0.58
53 Real estate and rental and leasing	0.5	50	0.0%	0.99
54 Professional, scientific and technical services	1.06	265	130.4%	0.71
55 Management of companies and enterprises	0.0	10	—	0.27
56 Administrative and support, waste mgmt., etc.	0.41	200	53.8%	1.07
61 Educational services	0.85	395	21.5%	1.3
62 Health care and social assistance	0.85	565	1.8%	1.39
71 Arts, entertainment and recreation	5.44	165	94.1%	1.27
72 Accommodation and food services	0.43	215	-24.6%	1.34
81 Other services (except public administration)	1.5	235	51.6%	1.09
91 Public administration	0.31	335	48.9%	0.82

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

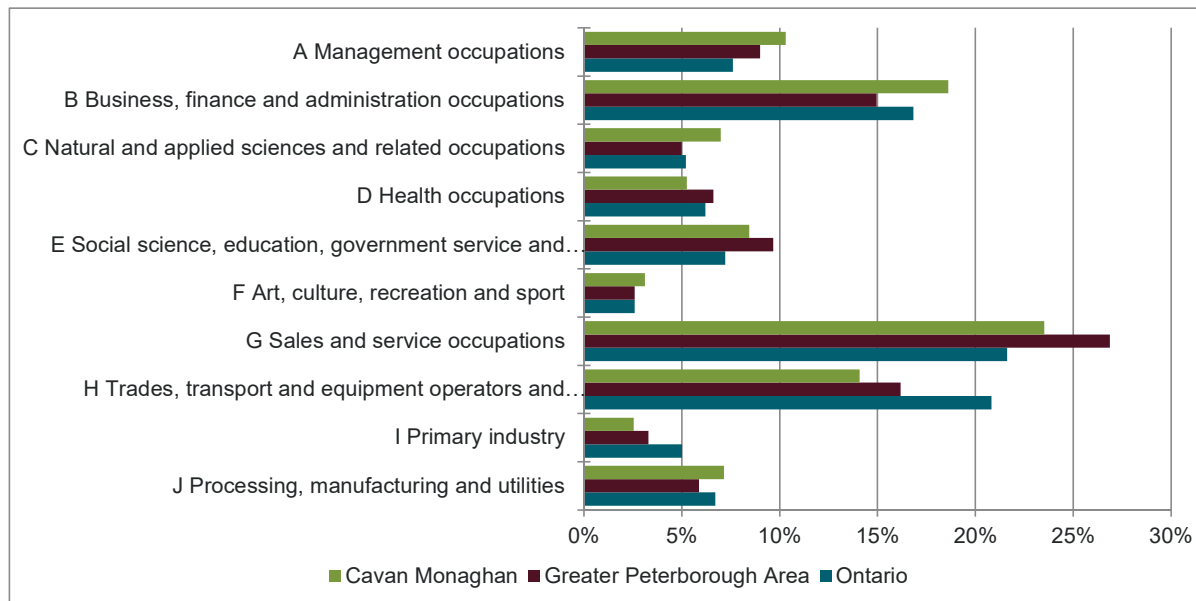
### 3.2.3 Employment by Occupation

The Cavan Monaghan labour force is, on the whole, fairly similar to the composition of the Peterborough labour force (Figure 13). The Township is beginning to show some dominance in occupations relating to Business, Finance and Administration, as well as Natural & Applied Sciences over the rest of the Greater Peterborough Area and even the Province. Employment growth in both of these two classes of occupation strongly outperformed the rest of the Province from 2001 to 2006 (Figure 14). The Greater Peterborough Area as a whole is proportionately higher than both Cavan Monaghan and the Province in terms of their respective percentage employment in Sales and Service occupations. Both the Greater Peterborough Area and, even more so, Cavan Monaghan trail the Provincial level of employment in Trades, Transport, and Equipment Operation.

Cavan Monaghan residents employed in Management, Primary Industry, and Social Science, Education, Government Service and Religion all decreased between 2001 and 2006. Management occupations decreased across the Province for the same period, while most other occupations experienced some degree of growth over the course of the early 2000s.

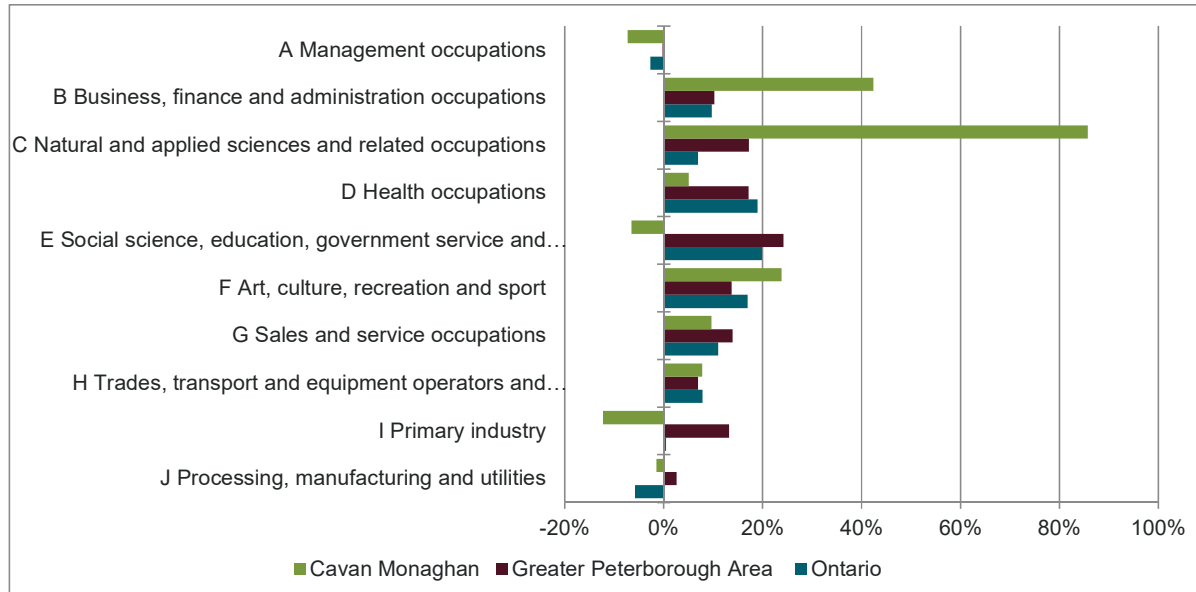


**Figure 13: Employment by Occupation, 2006**



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

**Figure 14: Change in Employment by Occupation, 2001-2006**



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

### 3.2.3.1 Creative Occupations in Cavan Monaghan

Looking specifically at creative occupations in Cavan Monaghan is of interest given the high LQ in the arts, entertainment and recreation industry and the increase in this occupation category between 2001 and 2006.





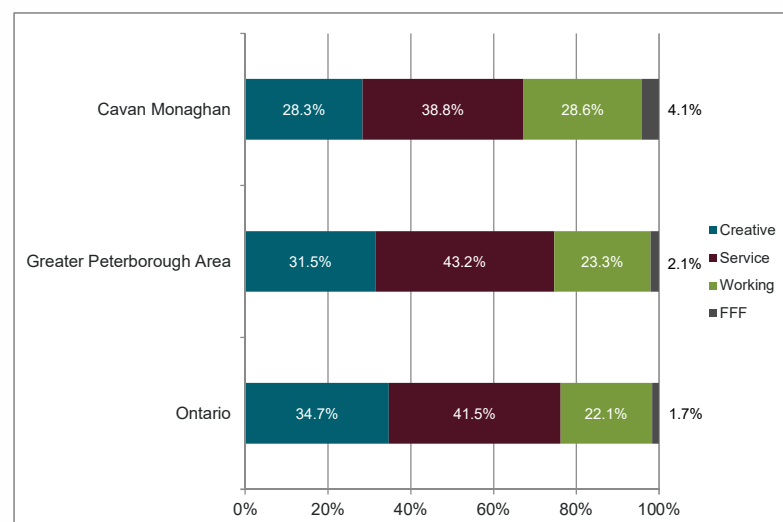
The creative economy is often defined according to occupations, in order to better reflect the work people actually do. Though there are multiple definitions of creative work, a definition used in the 2009 report *Ontario in the Creative Age*, co-authored by Dr. Richard Florida and Dean Roger Martin of the Rotman School of Management at the University of Toronto places creative occupations within four broad types of work.

These occupational 'classes' are defined as follows:

- **Creative occupations (the creative class)** – the growing number of people who are paid to think. These include scientists and technologists, artists and entertainers, and managers and analysts.
- **Service occupations (the service class)** – where work involves little autonomy, and occupations are focused on the delivery of services, including food-service workers, janitors, and clerks.
- **Physical occupations (the working class)** – consisting of people who use physical skills and carry out relatively repetitive tasks, such as tradespersons, mechanics, crane operators, and assembly line workers.
- **Resource occupations (FFF)** – consisting of occupations in fishing, farming and agriculture, forestry (FFF) and mining.

Each of these labour force classes is populated with occupational categories defined by the National Occupation Classification (system) NOC. The creative class, first defined by Richard Florida, is not just restricted to artists and entertainers, it encompasses a wide range of occupations that are 'paid to think' in education, business, management, law, and health-related fields. Figure 15 demonstrates that Cavan Monaghan has a slightly lower concentration of creative occupations than the Greater Peterborough Area and the Province of Ontario. This further reinforces the presence of a creative workforce and concentration of cultural activity in the community.

**Figure15: Occupation Classes, 2006**



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



### 3.2.4 Employment by Place of Work

The typical resident of Cavan Monaghan travels into Peterborough to work. Only 12% of Township residents stay in the Township for work. This establishes a strong case for expectations of future population growth in the Township to be based on growth in near-by urban centres, like the City of Peterborough and the eastern edge of the Greater Toronto Area (Figure 16). Of those individuals working in Cavan Monaghan, most commute in from Peterborough (40%) or reside in the Township (23%). Figure 17 shows that about 1,400 'outside' individuals are employed in Cavan Monaghan while only 420 residents work in the Township.

There are notable implications for expanding the employment base in Cavan Monaghan, as different sectors are growing in Peterborough than in Cavan Monaghan, according to Statistics Canada Census data. Growing sectors in Peterborough include Management of Companies and Enterprises, Administrative and Support Services, Utilities, and Information & Cultural Industries. Because most Cavan Monaghan residents work in Peterborough there is opportunity to develop similar and complimentary opportunities to retain that skilled labour in Cavan Monaghan.

**Figure 16: 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.



**Figure 17: Employment in Cavan Monaghan by Place of Residence, 2006**

Place of Residence	Total	% Total
Peterborough	740	40%
Cavan Monaghan	420	23%
Kawartha Lakes	220	12%
Smith-Ennismore-Lakefield	150	8%
Otonabee-South Monaghan	100	5%
Galway-Cavendish and Harvey	35	2%
Clarington	35	2%
Havelock-Belmont-Methuen	30	2%
Douro-Dummer	30	2%
Hamilton	25	1%
Asphodel-Norwood	25	1%
Port Hope	20	1%

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

### 3.2.5 Key Business Characteristics

In addition to the results of the location quotient analysis, consideration was given to Statistics Canada's Canadian Business Pattern Data which provides a record of the total number of local business establishments by industry and size. Sources of information are updates from the Statistics Canada survey program and the Business Number registration source collected from the Canada Revenue Agency (CRA). The business data collected includes all local businesses which meet at least one of the three following criteria:

- Have an employee workforce for which they submit payroll remittances to CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

The Canadian Business Patterns Data records business counts by "Total", "Indeterminate", and "Subtotal categories". The establishments in the "Indeterminate" category include the self-employed, (i.e. those who do not maintain an employee payroll, but may have a workforce consisting of contracted workers, family members or business owners). A review of the results for the Township of Cavan Monaghan provides an understanding of the size of operations in terms of the number of employees by North American Industry Classification System (NAICS) codes. Statistics Canada collected the Canadian Business Patterns data on a 6-digit NAICS level affording a detailed review of subsectors within each industry, for instance:

- Construction (17.9% of businesses in Cavan Monaghan), led by businesses in Residential Building Construction, Site Preparation Contractors, Electrical Contractors and Other Wiring Specialists.
- Professional, Scientific, and Technical Services (15.1% of businesses), led by Computer Systems Design and Related Services.

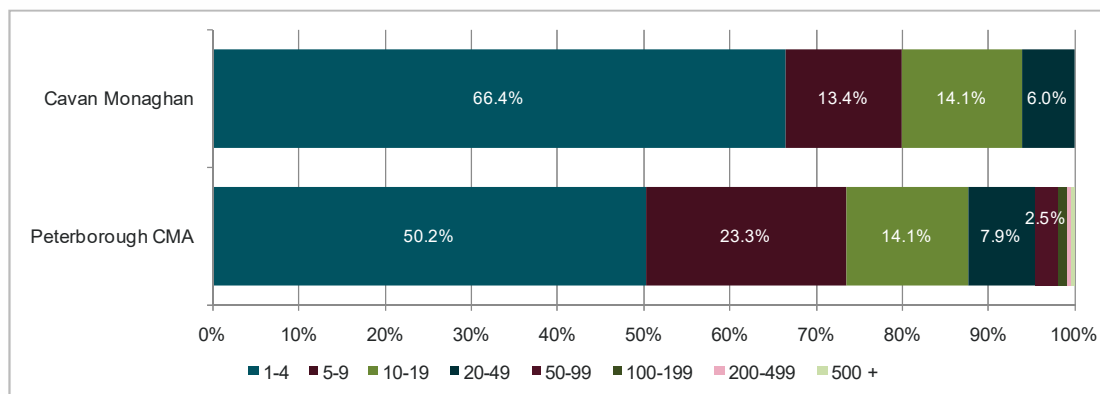


- Agriculture, Forestry, Fishing & Hunting (12.3% of businesses), led by Animal Combination Farming, Dairy Cattle & Milk Production, and Hog & Pig Farming
- Transportation & Warehousing (8.4% of businesses), led by General Freight Trucking, local.

The Professional, Scientific, and Technical Services sector, for example, not only comprises 15.1% of businesses in the Township (as of December 2010) but it also grew in number of employees from 2001 – 2006 by 130%. Similarly, the Construction sector comprises one of the strongest groupings of local businesses as well as seeing strong growth over the period from 2001-2006.

What is very apparent about business patterns in the Township of Cavan Monaghan is that small businesses dominate the area (Figure 18). Two thirds of businesses have 1-4 employees, a stronger proportion compared to the Peterborough Census Metropolitan Area (CMA), where 50% of businesses are comprised of 1-4 employees. Peterborough, as a large regional urban centre has several large businesses whereas Cavan Monaghan's data did not reveal any businesses with 50 or more employees<sup>3</sup>. However, it is known that there are large employers within Cavan Monaghan, including Nexicom, Kawartha Downs and Sysco Central Ontario. These businesses are considered major employers in the community and provide significant employment opportunities. However, on the whole, this data clearly demonstrates that small businesses are key drivers of Cavan Monaghan's local economy and are likely to remain so in the future.

**Figure 18: Comparative Proportion of business establishments by number of employees, 2010**



Source: Derived from Statistics Canada Canadian Business Patterns Data (2010) by Millier Dickinson Blais Inc.

<sup>3</sup> Due to the Canadian Business Patterns data collection methodology it is possible that not all business establishments have been captured by this data.



**Figure 19: Cavan Monaghan Business Establishments by Size, 2010**

Industry (NAICS)	Total	Indeterminate	Subtotal	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
11 Agriculture, forestry, fishing and hunting	44	31	13	12	1	0	0	0	0	0	0
21 Mining and oil and gas extraction	0	0	0	0	0	0	0	0	0	0	0
22 Utilities	0	0	0	0	0	0	0	0	0	0	0
23 Construction	64	35	29	13	7	6	3	0	0	0	0
31-33 Manufacturing	10	6	4	1	2	0	1	0	0	0	0
41 Wholesale trade	17	8	9	4	4	1	0	0	0	0	0
44-45 Retail trade	24	8	16	11	1	4	0	0	0	0	0
48-49 Transportation and warehousing	30	21	9	5	0	3	1	0	0	0	0
51 Information and cultural industries	5	2	3	0	1	2	0	0	0	0	0
52 Finance and insurance	13	9	4	3	0	0	1	0	0	0	0
53 Real estate and rental and leasing	22	18	4	4	0	0	0	0	0	0	0
54 Professional, scientific and technical services	54	36	18	16	1	0	1	0	0	0	0
55 Management of companies and enterprises	6	6	0	0	0	0	0	0	0	0	0
56 Administrative and support, waste mgmt., etc.	12	2	10	8	1	1	0	0	0	0	0
61 Educational services	3	1	2	2	0	0	0	0	0	0	0
62 Health care and social assistance	10	3	7	4	1	1	1	0	0	0	0
71 Arts, entertainment and recreation	10	6	4	2	0	2	0	0	0	0	0
72 Accommodation and food services	6	5	1	0	0	1	0	0	0	0	0
81 Other services (except public administration)	26	11	15	14	1	0	0	0	0	0	0
91 Public administration	1	0	1	0	0	0	1	0	0	0	0

Source: Derived from Statistics Canada Canadian Business Patterns Data (2010) by Millier Dickinson Blais Inc.

**Figure 20: Peterborough Census Metropolitan Area Business Establishments by Size, 2010**

Industry (NAICS)	Total	Indeterminate	Subtotal	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
11 Agriculture, forestry, fishing and hunting	264	204	60	49	6	2	3	0	0	0	0
21 Mining and oil and gas extraction	8	4	4	1	0	2	0	1	0	0	0
22 Utilities	10	4	6	3	1	1	0	0	1	0	0
23 Construction	957	485	472	272	110	57	26	5	1	1	0
31-33 Manufacturing	240	86	154	51	41	24	20	10	3	2	3
41 Wholesale trade	314	119	195	73	62	32	23	3	1	0	1
44-45 Retail trade	899	258	641	253	191	105	63	17	9	3	0
48-49 Transportation and warehousing	277	172	105	53	22	14	7	5	3	0	1
51 Information and cultural industries	79	37	42	19	7	8	3	3	2	0	0
52 Finance and insurance	352	216	136	68	23	19	24	1	0	1	0
53 Real estate and rental and leasing	719	590	129	94	23	6	2	3	0	1	0
54 Professional, scientific and technical services	775	458	317	237	45	22	8	3	1	1	0
55 Management of companies and enterprises	223	198	25	16	2	3	2	1	0	1	0
56 Administrative and support, waste mgmt., etc.	276	126	150	73	35	25	10	3	3	1	0
61 Educational services	78	39	39	15	9	6	2	1	1	1	4
62 Health care and social assistance	549	99	450	241	107	66	17	5	6	7	1
71 Arts, entertainment and recreation	135	64	71	26	15	11	13	3	3	0	0
72 Accommodation and food services	364	91	273	71	66	64	44	25	1	2	0
81 Other services (except public administration)	619	242	377	220	86	49	16	3	3	0	0
91 Public administration	9	0	9	0	0	1	4	1	1	1	1

Source: Derived from Statistics Canada Canadian Business Patterns Data (2010) by Millier Dickinson Blais Inc.



## 4 Community Engagement

Critical to the success of any strategic plan is community and stakeholder engagement. In the development of Cavan Monaghan's Corporate Strategic Plan, engaging the community to gain insight into the needs, values and aspirations was essential. This was done through three specific channels: a community survey, interviews and focus groups.

The community survey was administered through both an online platform named SurveyMonkey and by distributing paper copies in the community at local businesses and organizations. A survey web link was made available on the Township website and was posted on the social media sites of a number of businesses and community organizations. In total 194 respondents completed the survey between July and September 2011. In addition, interviews were conducted with 25 key stakeholders including Council, Township Staff, residents, business owners and community organizations. To gain a broader base of community involvement in the discussion and establishment of local priorities, two community focus groups were held in September 2011, attracting a further 23 participants. These focus groups were advertised on the Township's website, through press releases, posters in several community locations, letters of invitation and phone calls to invite participants.

Together, a wealth of information was gathered and synthesized into several major discussion themes. In addition, the insight gained from the community was distilled into a needs, values and aspirations matrix, with the intent to better inform the priorities of the Corporate Strategic Plan.

One of the key questions that all participants were asked was:

***"Use three words to describe Cavan Monaghan"***

The following word cloud shows the words used, with the larger words being the most frequently repeated. This is a powerful image in understanding how participants in the community engagement process view Cavan Monaghan.





## 4.1 Community Engagement Themes

In all, six major themes emerged from the community and stakeholder consultation:

1. Managed Growth & Environmental Protection
2. Leveraging Local Assets
3. Enhancing Community Recreation & Services
4. Make Cavan Monaghan a Destination
5. Supporting Local Business
6. Partnerships & Collaboration

### Theme 1: Managed Growth & Environmental Protection

The feedback from the community engagement suggested that growth pressure from the City of Peterborough and the Greater Toronto Area is one of the most significant ways the community is changing. While there are some in the community that are resistant to change and growth, valuing the rural and small town environment in Cavan Monaghan, there were respondents who wanted to see growth happen in a responsible manner. The notion of managed growth was an often repeated trend throughout the community engagement process; and refers to balancing development with environmental protection.

Environmental protection was also a significant point of discussion that was tied to the notion of growth and development in Cavan Monaghan. The Oak Ridges Moraine, the trails, waterways and woodlots were also environmental assets that the community voiced concern about protecting. Protection of the water supply in the Township was also a point of discussion. It was highlighted by community members that parts of the community sit on an abundance of artesian wells that need protecting. Moreover, the protection of prime agricultural land in Cavan Monaghan was of significant concern to a number of community members. It was shared that in some cases, where agriculture has declined, the land was protected through alternative on-farm uses that are being fairly well received.

### Theme 2: Leveraging Local Assets

A number of local assets and community strengths were highlighted during the community engagement process. The notion of leveraging these assets to create jobs, increase tourism and enhance the quality of life in the community was a broad theme. People assets were highlighted as one of the strongest in the community. The sense of community spirit, 'neighbourliness' and volunteerism in the community were discussed as positive characteristics in Cavan Monaghan. However, it was suggested that the historically strong volunteer base has been shrinking in large part because the volunteer base is aging and younger volunteers are perceived as not having the time to give. A strong volunteer network will be essential to sustaining local events and programs and more assistance is needed to help community organizations with volunteer screening and generally engaging volunteers.

The community survey highlighted that:

- 83% of business respondents and 85% of community respondents believe that residential development should be encouraged and managed throughout the community.
- 80% of business respondents and 85% of community respondents felt that the Township needed to invest in physical infrastructure to manage expected community growth.
- 88% of business respondents and 91% of community respondents also agreed that Cavan Monaghan should continue to protect, conserve and manage its natural and cultural heritage.





The future development of the Millbrook Correctional Facility lands was also discussed in context of being an asset to the community. The community perceives the property as sitting in a prime location in proximity to downtown Millbrook and important in the context of future development. Results of the community suggest that both residents and business respondents believe the redevelopment of the site is 'important' to future growth in the township.

Community participants believed the physical assets that can be leveraged include the quality of place/quality of life strengths in Cavan Monaghan. Assets such as the parks (in particular Maple Leaf Park), the Community Garden/Farmer's Market, Trails and Cultural Tourism (4<sup>th</sup> Line Theatre) were identified as requiring greater marketing and promotion to ensure sustainability.

Finally, the arts community and local heritage were also highlighted during the community engagement process. Cavan Monaghan was identified as home to a significant concentration of artists and it was suggested that greater support for local artists through grants and promotion was necessary. It was also suggested that the Township could support local artists by hiring locally in the community or providing space for exhibitions. The Dam, Millpond and Needler's Mill and the façades of buildings in Downtown Millbrook were identified assets that could benefit from historic site or historic district designations. The protection of agricultural land was also recommended with particular reference to a number of historic family farms was also recommended.

### Theme 3: Enhancing Community Recreation & Services

A key theme during the community engagement was the need for enhanced recreation facilities in the community. Multi-use space in the community was identified as difficult to find and much needed. It was suggested that youth who are serious about athletics go to surrounding communities such as Peterborough, Bowmanville and Darlington to compete. However, community members also recognized the challenge in finding land in Cavan Monaghan for new facilities. Business owners responding to the community survey suggested that the Township should provide more arts, recreation and facilities that will encourage youth to stay and provide activities for retirees and seniors.

In addition, meeting the needs of youth and senior citizens through enhanced services was a point of discussion. While the library was identified as doing a great job in its programming and community outreach, along with the Old Millbrook School Family Centre there was insufficient programming for younger and more elderly individuals in the community. Daycare was also said to be lacking in the community. The lack of these services is likely to deter families from moving into the community if better services and affordable housing are offered elsewhere.

### Theme 4: Making Cavan Monaghan a Destination

The community also felt that more could be done to make Cavan Monaghan a destination. The community was described as being in the enviable position of having scenic rural landscapes and other quality of place characteristics that attract both

The community survey highlighted that:

- 89% of business respondents and 85% of community respondents believe that the township needs additional recreational facilities, services and programs for its children and youth.



residents and visitors. While the community's location (proximity to larger urban centres) and regional transportation connections (Highways 115, 35, 7 and 401, Peterborough GO service, etc.) were identified as significant opportunities to stimulate growth and investment, the fear of becoming a bedroom community was discussed. Attracting and supporting employment opportunities (including retail and service sector) to the community were highlighted as possible ways to make Cavan Monaghan more of a destination. The Greater Peterborough Area Economic Development Corporation was identified as a body that could assist with marketing the community.

In attracting visitors, the community recognized the need to provide places to stay, places to eat and additional activities and experiences. The general sentiment was that once a tourist arrived there was nothing to keep them in the community. 4<sup>th</sup> Line Theatre was identified as a significant cultural tourism asset that could be better leveraged, yet the need for complementary tourism infrastructure was identified by community participants. One suggestion coming from the community was to revisit and perhaps update the recommendations of the Millbrook Marketing Plan. The brand and tagline that was developed for Cavan Monaghan received positive feedback; however, the need to better communicate the range of township's assets was highlighted as important.

## Theme 5: Supporting Local Businesses

One of the most significant points of discussion was the need to support existing businesses in Cavan Monaghan. Business respondents to the community survey felt that the most important factors influencing future growth was support for existing businesses and enabling small business development and home-based businesses.

Better support was needed from consumers, but the Township and Chamber of Commerce (or other local businesses) could do more to support existing businesses and the attraction of new businesses. While the proximity to the big box retailers in Peterborough are deemed as more convenient for some consumers in the community, a greater 'shop local' mentality is needed in Cavan Monaghan.

Other bodies identified as contributing to business development in Cavan Monaghan include the Greater Peterborough Area Economic Development Corporation and the Community Futures Development Corporation, who provide the opportunity for small business loans and youth entrepreneurship programming.

The recent expansion of the Peterborough Municipal Airport, (located in Cavan Monaghan) was identified as a potential way to attract greater economic opportunity to the area. However, it was identified that servicing is an issue and that dry industrial operations were optimal. There is also a significant equine community in Cavan Monaghan and investigating the economic potential of this industry was named as significant and favourable to maintaining the rural/agricultural lifestyle in the community.

When asked about the types of businesses that can be successful in the community, it was generally felt that there was a need to strategically look at businesses that fit in with the character of Cavan Monaghan to try to attract or grow those types of

The community survey highlighted that:

- 66% of business respondents and 77% of community respondents believe that revitalizing downtown Millbrook is a priority for the Township.

The community survey highlighted that:

- 89% of business respondents and 85% of community respondents believe that the Township should actively pursue business attraction and investment.



businesses. When the community was asked where business opportunities should be pursued, two different answers were given. A large number of community respondents suggested that business development activities should be concentrated in the Millbrook area as it is an existing hub in the community and a place where businesses are largely already concentrated. A second school of thought emerged where Frasersville was identified as an ideal place to accommodate future businesses. Frasersville was viewed favourably because of the transportation links and the proximity to the expanded airport.

## **Theme 6: Partnerships & Collaboration**

While the community participants suggested that partnerships and collaboration between the Township, community organizations and agencies and the business community have improved over the last year, there is still room for improvement. The sentiment in the community was that the ‘bridges’ are starting to come back and that this needs to continue.

Moreover, the need for community organizations to partner with each other to share resources (including volunteers) was identified. Enhancing partnerships between businesses for promotion and marketing was also suggested by community participants.

Public-private-partnerships (PPPs) were also suggested by community members as a solution to funding projects.

Throughout the community consultation there was a general awareness and understanding that the Township will need to balance its fiscal responsibilities against the desires of the community. However, the community also felt that the Township needs to follow through on, and better communicate, its long range goals and objectives with an understanding of the capital costs. In making these decisions, the Township must also be more effective in communicating its plans for the future to the community at large.

### **4.1.1 The Community’s Vision and Priorities**

During the engagement process, community and stakeholder participants provided input as to their vision for Cavan Monaghan over the next 10 years. This feedback can be found in more detail in Appendix B. The most frequently cited responses included the following:

- The promotion of our heritage, history and culture.
- Preservation of our rural and agricultural lifestyle.
- To have a vibrant main street and downtown where people will come back to and people who live in the community don’t have to travel outside to access the goods and services they need.
- A place of environmental sustainability and respect for the beauty of the land and the villages and the people.



- Responsible growth that retains the unique rural character, heritage and beauty.

When priorities for the next three years were discussed, the focus group participants and community survey respondents suggested the following 5 priorities:

1. **Develop additional recreation facilities**
2. **Complete an Official Plan that supports sustainable growth**
3. **Revitalize Downtown Millbrook**
4. **Road improvement and maintenance**
5. **Innovative economic development**

The development of the Fraserville/airport area and keeping taxes low were less frequently repeated priorities for the community. While this data, in combination with the themes discussed have worked to synthesize the key findings from the community engagement process, the wealth of information collected have been further distilled into the community's needs, values and aspirations in the next section.



## 4.2 Needs, Values & Aspirations Matrix

Engagement Activity	Needs	Values	Aspirations
<b>Community Survey</b>	<ul style="list-style-type: none"> <li>■ Additional recreational facilities and programs (highest importance placed on this, over other needs)</li> <li>■ Protect, conserve and manage natural and cultural heritage</li> <li>■ Invest in physical infrastructure to manage expected community growth</li> <li>■ Revitalizing downtown Millbrook</li> <li>■ Managed residential development</li> <li>■ Pursue business attraction and investment</li> <li>■ A community vision</li> <li>■ Ensure that there is clean air and water in the community</li> <li>■ More arts, recreation and facilities that will encourage youth to stay and provide activities for retirees and seniors</li> <li>■ Involve the community in municipal decision making</li> <li>■ Better roads, retail shopping, recreational facilities, economic development services (ranked as low)</li> <li>■ Local employment</li> <li>■ Re-use the Correctional Facility site</li> <li>■ Enhanced business investment through the airport</li> </ul>	<ul style="list-style-type: none"> <li>■ Location of the community for opportunities</li> <li>■ Historic aspect of the community</li> <li>■ Natural and rural beauty</li> <li>■ Community spirit</li> <li>■ Proximity to urban areas</li> <li>■ Farmland in the community</li> <li>■ Quiet, beautiful, peaceful rural atmosphere</li> <li>■ Trails</li> <li>■ Cultural heritage</li> <li>■ Libraries, police services and waste management (ranked well)</li> <li>■ Low taxes</li> <li>■ Quiet country living</li> <li>■ Proximity to urban areas</li> </ul>	<ul style="list-style-type: none"> <li>■ Maintain the unique history of the place</li> <li>■ Expanded airport development for economic opportunities</li> <li>■ Utilize monies from the Casino to enhance the Township</li> <li>■ Farmland will continue to produce local food that can continue to feed the community</li> <li>■ Millbrook is revitalized and developed</li> <li>■ A priority for the Township is the provision of adequate recreational opportunities</li> <li>■ Road construction and maintenance are prioritized and acted upon</li> </ul>



Engagement Activity	Needs	Values	Aspirations
Interviews	<ul style="list-style-type: none"> <li>Community recreational space</li> <li>Recreation and amenities for children and youth</li> <li>Day care services</li> <li>Leadership from the Township (Council)</li> <li>Additional services for senior citizens</li> <li>Space for specialized, cultural or recreational programming</li> <li>Support for community organizations</li> <li>Additional business in the community</li> <li>Small businesses need support from each other, the Township and local consumers</li> <li>Community organizations need assistance with gaining volunteers and volunteer screening – a volunteer database or network</li> <li>Knowledge of what resources are in the community</li> <li>Access to grants and grant-writing</li> <li>A stronger network of not-for-profits and community organizations in the Township</li> <li>Sidewalks and accessibility</li> <li>Road improvements</li> <li>Arts education</li> <li>Economic and recreational growth</li> <li>Match development and upgrade of services to expected growth</li> </ul>	<ul style="list-style-type: none"> <li>Strong sense of community and spirit of cooperation</li> <li>Peace and quiet of rural life</li> <li>Academics and education for children</li> <li>Community's heritage and history</li> <li>Local volunteers</li> <li>Scenic natural environment – rolling hills and 100 year old trees</li> <li>The community is a nice place to live</li> <li>Rural heritage and landscape</li> <li>Local artists in the community</li> <li>Respect for the beauty of the land of the villages and the people</li> <li>Protection of our agricultural sector and our natural heritage</li> <li>Library services and programming</li> <li>Community organizations and Clubs are valued (Legion, Community Garden, Millbrook Family Centre, Maple Leaf FC, Phantoms Track and Field, etc.)</li> <li>Community Policing</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of heritage and history</li> <li>Cultural Tourism</li> <li>A more vibrant downtown Millbrook</li> <li>Advocacy for seniors (seniors can live healthy, safe lives)</li> <li>The community is a place of environmental sustainability</li> <li>Preservation of the unique character of the Township.</li> <li>Maintain the identity of Cavan Monaghan</li> <li>Continue to grow and prosper but maintain a small-town feel</li> <li>Create new jobs in the community and keep people in the community</li> <li>A good place to raise children</li> <li>Agricultural land is not threatened in the community</li> <li>Food security is minimal and the community can grow their own food and live healthy lives</li> </ul>



Engagement Activity	Needs	Values	Aspirations
<b>Focus Groups</b>	<ul style="list-style-type: none"> <li>Vision and political will</li> <li>Official Plan to be completed</li> <li>Enhanced marketing and awareness</li> <li>Weekly shuttle to Peterborough</li> <li>Community cohesion between hamlets and Village of Millbrook</li> <li>Provide services and programs for the changing demographics (young families, aging population)</li> <li>Recreational facilities and playing fields</li> <li>Revitalize Millbrook's downtown, the Mill and Dam</li> <li>Innovative economic development</li> <li>Road improvement and maintenance</li> <li>Fraserville and airport area development including services (water, electrical, sewers, etc.)</li> <li>Establish a heritage district</li> <li>Redevelop the Correctional Facility</li> <li>Restore Needler's Mill</li> <li>Concentrated residential development that do not stretch municipal budgets to service</li> <li>A recognized identity beyond the Township's borders –known as a progressive area that protects its assets</li> <li>Wide paved shoulders, bicycle and pedestrian friendly roads</li> <li>Transportation linkages</li> <li>Attract light industry to the north end</li> <li>Funding for grants, professional advice on</li> </ul>	<ul style="list-style-type: none"> <li>Agricultural land and agricultural history and industry is highly valued</li> <li>Healthy protected natural environment</li> <li>4<sup>th</sup> Line theatre and other cultural opportunities</li> <li>Needler's Mill</li> <li>Recreation for children, families and seniors</li> <li>Artists in the community</li> <li>Green space</li> <li>Heritage and history of the community</li> <li>Smart development (balance between growth and environment)</li> <li>The community is a great place to live</li> <li>Quality of life</li> <li>Listening to the community</li> <li>Trails</li> <li>Being a unique community</li> <li>Not being a bedroom community</li> </ul>	<p>Signs of success in the community by 2021:</p> <ul style="list-style-type: none"> <li>Community centre built</li> <li>Downtown Millbrook revitalized and all retail stores are now full and operational</li> <li>Thriving agricultural community; local food culture and diverse crops produced</li> <li>Smart development/Responsible development</li> <li>Local jobs</li> <li>Farmland development</li> <li>Balanced distribution of OLG money</li> <li>Updated infrastructure</li> <li>Industrial areas are used and attracted businesses to the area</li> <li>Heritage village recognized to encourage tourism</li> <li>Every store in good repair</li> <li>Citizens are actively engaged in beautification projects/gardens/parks, etc.</li> </ul>





Engagement Activity	Needs	Values	Aspirations
	<div>fundraising for facilities</div> <div>■ Revive Millbrook Marketing Plan</div>		



# Appendix B

## Community Engagement Summaries



# Community Survey Summary

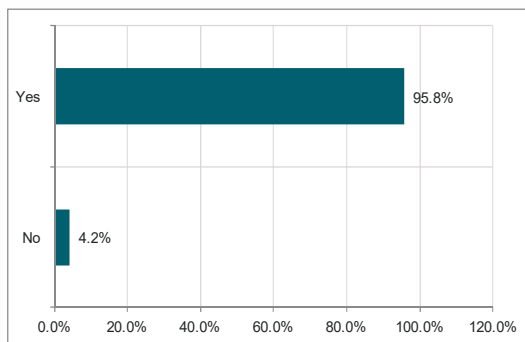
The community survey has been summarized by examining the results from respondents who are business owners and community members separately. In doing this, the opportunities identified by business owners and community members can be compared and contrasted.

## Business Owners

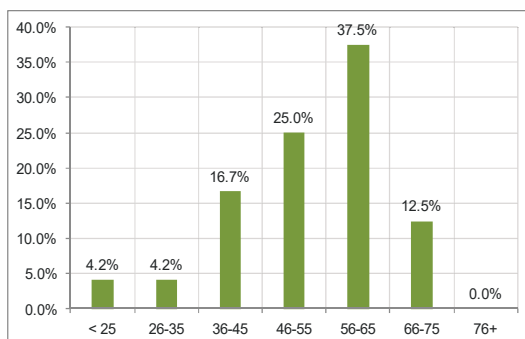
### Business Owner Profile

**Number of Respondents: 24**

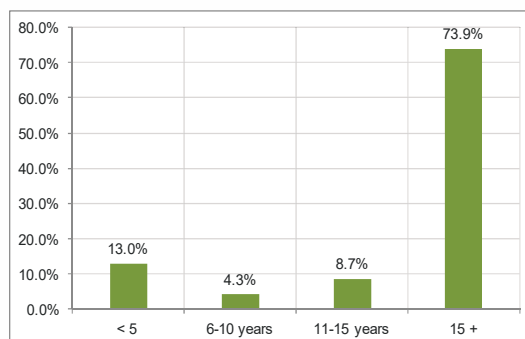
**Figure 1: Residents of Cavan Monaghan**



**Figure 2: Age Structure**

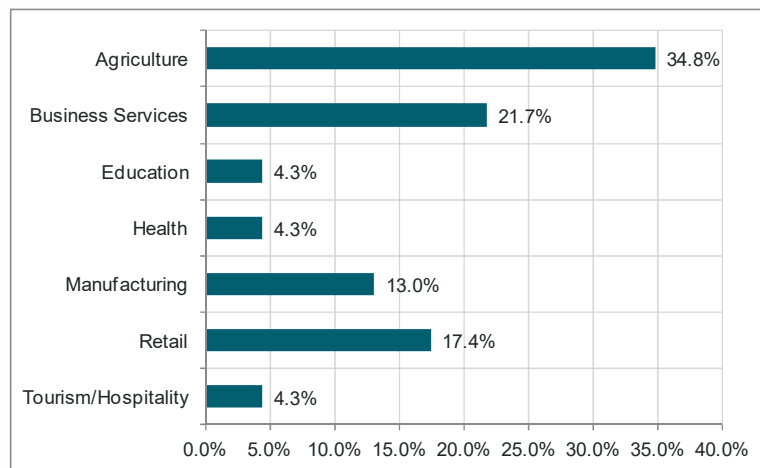


**Figure 3: Years Living in Cavan Monaghan**





**Figure 4: Type of Business Operating**



## Community Profile

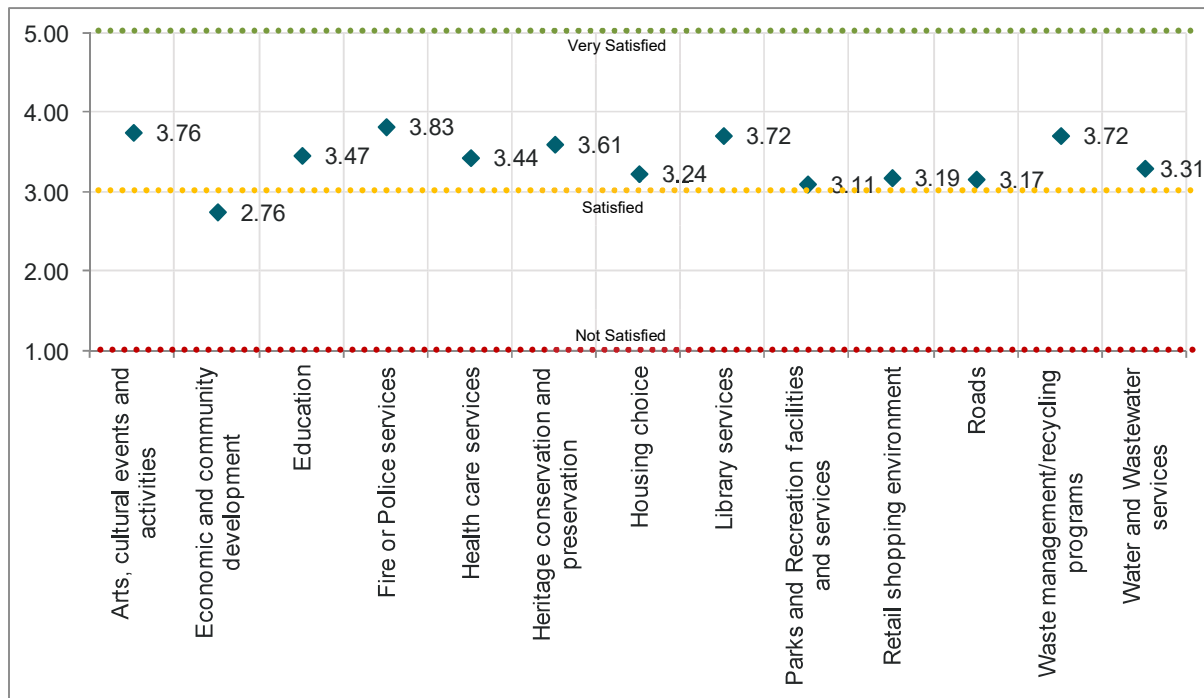
When asked “what makes Cavan Monaghan unique” the business owners responded with:

- Great location (situated close to several urban centres and highways)
- The historical aspect of the township
- The natural rural beauty it possesses
- The community spirit

Business owners were asked to rate (1- not satisfied, 5 - very satisfied) the quality of products and services in Cavan Monaghan. Figure 5 illustrates the average ratings for each product or service.



**Figure 5: Average Satisfaction Ratings for Products and Services**



Business owners are least satisfied with the economic and community development services, followed by Parks and Recreation services being provided in Cavan Monaghan (Figure 5). The graph also shows that all products and services hovered around the “satisfied” average from the business community.

When business owners were asked if revitalizing downtown Millbrook was a priority for the Township, 66% agreed. Also, when asked whether the township needs additional recreational facilities, services and programs for its children and youth, 89% agreed. When the question around whether residential development should be encouraged and managed throughout the community was asked, 3% agreed. When asked if Cavan Monaghan needs to actively pursue business attraction and investment, 89% agreed. Business owners also agreed (88%) that Cavan Monaghan should continue to protect, conserve and manage its natural and cultural heritage. Lastly, when asked if the Township needed to invest in physical infrastructure to manage expected community growth, 80% of business owners agreed.

## Opportunities in the Community

Business owners were also asked to list their priorities that they would like to see the Township act upon. Three of the most frequent priorities provided could be categorized into the following three opinions:

- Economic Development
- Recreation Facilities
- Low Taxes



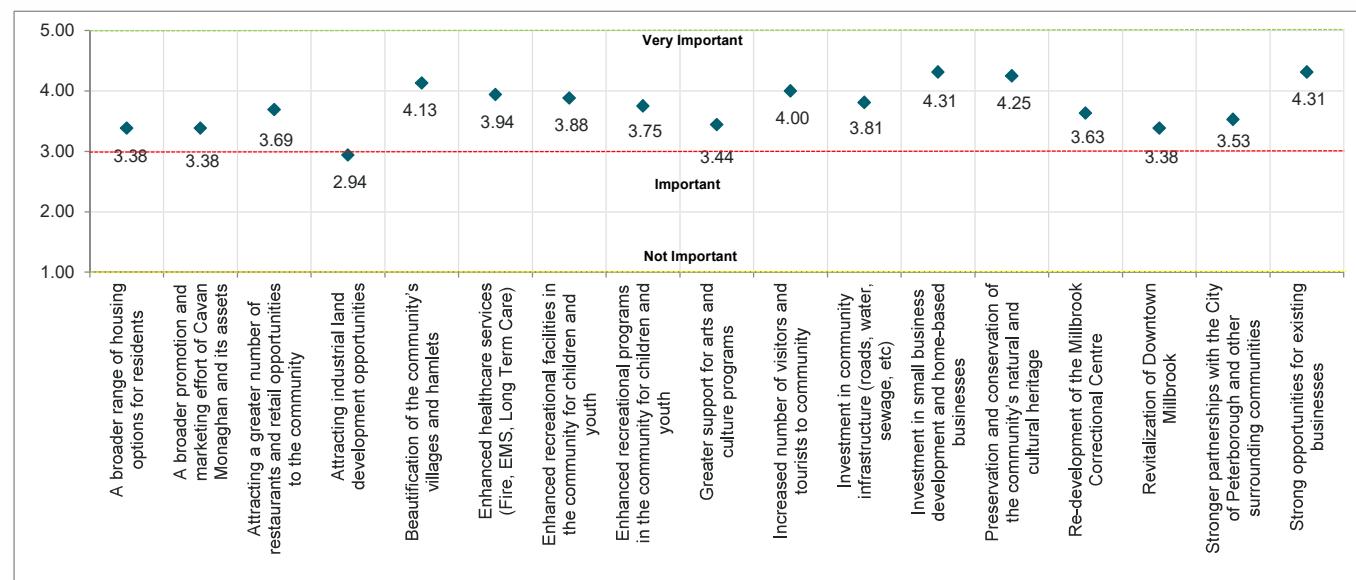
When asked to provide three advantages and disadvantages the business community responded with:

Advantages	Disadvantages
Proximity to urban areas	Lack of physical infrastructure
Clean water and air	Poor facilities
Community spirit is vibrant	Lack of community vision

Business owners responded to the question “What opportunities are available to differentiate from other communities”, they generally responded that Cavan Monaghan has great farmland that can produce local food that can continue to feed the community along with the investments that can be made utilizing the casino revenue and the anticipated growth at the airport. Business owners also added that the Township should capitalize on changing demographic trends by providing more arts, recreation and facilities that will encourage youth to stay and provide activities for retirees and seniors. When asked how the Township can continue to better plan for the future the business community responded almost unanimously to continue involving the community in municipal decisions.

The business community was asked to rate (1 being not import, 5 being very important) the factors provided and their importance to the future growth of Cavan Monaghan. Figure 6 illustrates the average ratings for each factor.

**Figure 6: Average Importance Ratings for Factors toward Future Growth**



As Figure 6 illustrates, attracting industrial development opportunities is not an important issue to the business community who want to see more emphasis take place in helping existing businesses and investing in small business.



# Community Respondents

## Community Respondents Profile

Number of respondents: 167

Figure 7: Resident of Cavan Monaghan

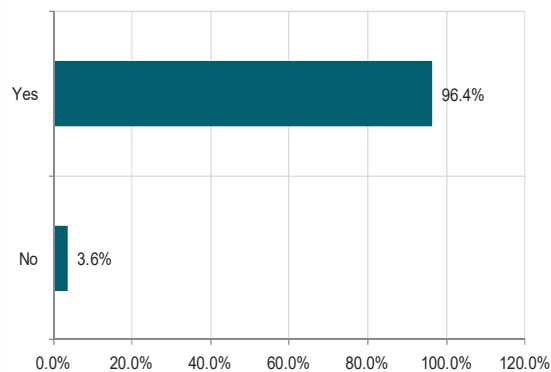


Figure 8: Age Structure

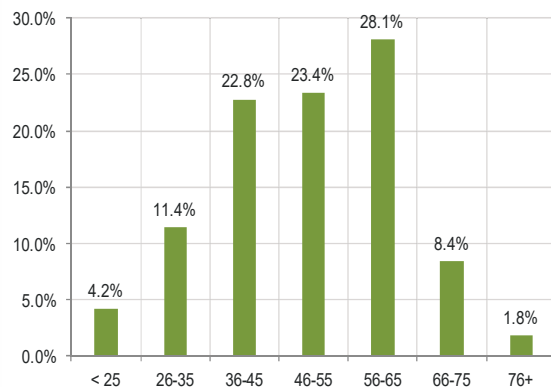
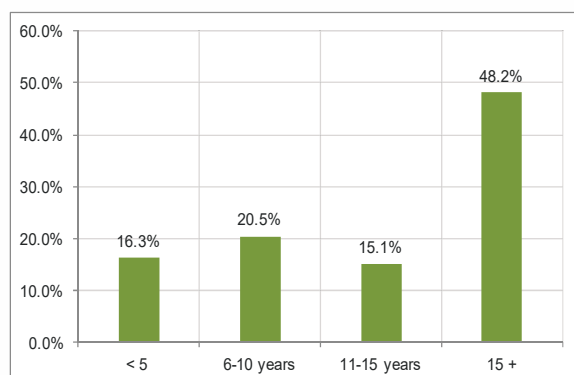


Figure 9: Years Living in Cavan Monaghan







## Community Profile

Similar to the business owners, residents were asked what words best described Cavan Monaghan. Several community respondents had similar answers to business owners in describing Cavan Monaghan as:

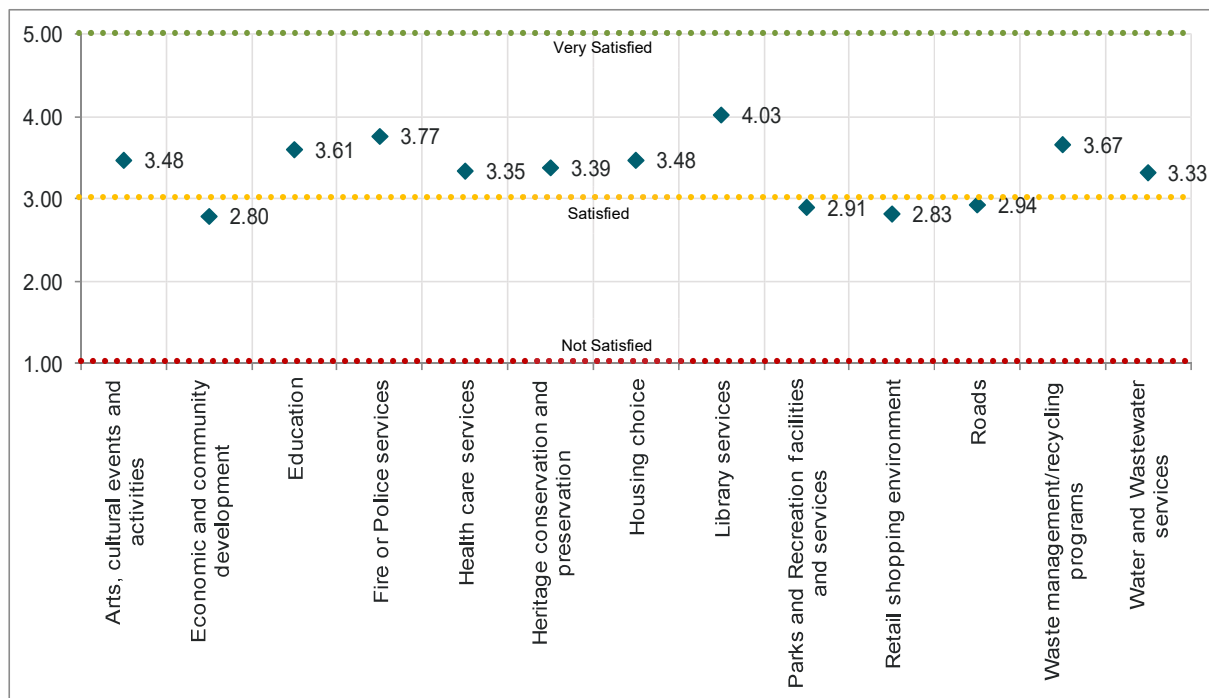
- Beautiful
- Friendly
- Quiet
- Peaceful
- A rural place

Respondents believed that the community was unique due to its history, proximity to urban centres and the OLG Kawartha Downs slots which differentiate it from other rural communities.

When asked what places they would most likely take visitors, the community responded with 4<sup>th</sup> Line Theatre, downtown Millbrook, and the trails in the countryside, illustrating that the community appreciates its natural (trails) and cultural heritage (theatre and historic downtown).

The community was asked to rate (1- not satisfied, 5 - very satisfied) the quality of products and services in Cavan Monaghan. Figure 10 illustrates the average ratings for each product or service.

**Figure 10: Average Satisfaction Ratings of Products and Services**



As illustrated, the community ranked roads, economic development, retail shopping, and recreation facilities and services below satisfactory. Alternatively the community



ranked libraries, police services, and waste management programs as services that satisfied their needs and expectation.

When the community was asked if revitalizing downtown Millbrook was a priority for the Township, 77% agreed. Asking if the township needs additional recreational facilities, services and programs for its children and youth, 85% agreed. When asked if residential development should be encouraged and managed throughout the community 85% agreed. When asked if Cavan Monaghan requires being active in pursuing business attraction and investment 85% agreed. The community also agreed (91%) that Cavan Monaghan should continue to protect, conserve and manage its natural and cultural heritage. Lastly, when asked if the Township needed to invest in physical infrastructure to manage expected community growth, 85% of the community agreed.

## Opportunities in the Community

The community was asked to list their priorities that they would like to see the Township act upon. Three of the most frequent priorities provided could be categorized into the following three opinions:

- Road construction and maintenance
- Millbrook revitalization and development
- Recreation opportunities

When asked to provide three advantages and disadvantages the community responded with:

Advantages	Disadvantages
Proximity to urban areas	Lack of amenities (recreation, arts, shopping)
Quiet country living	Poor roads
Relatively low taxes	Limited jobs

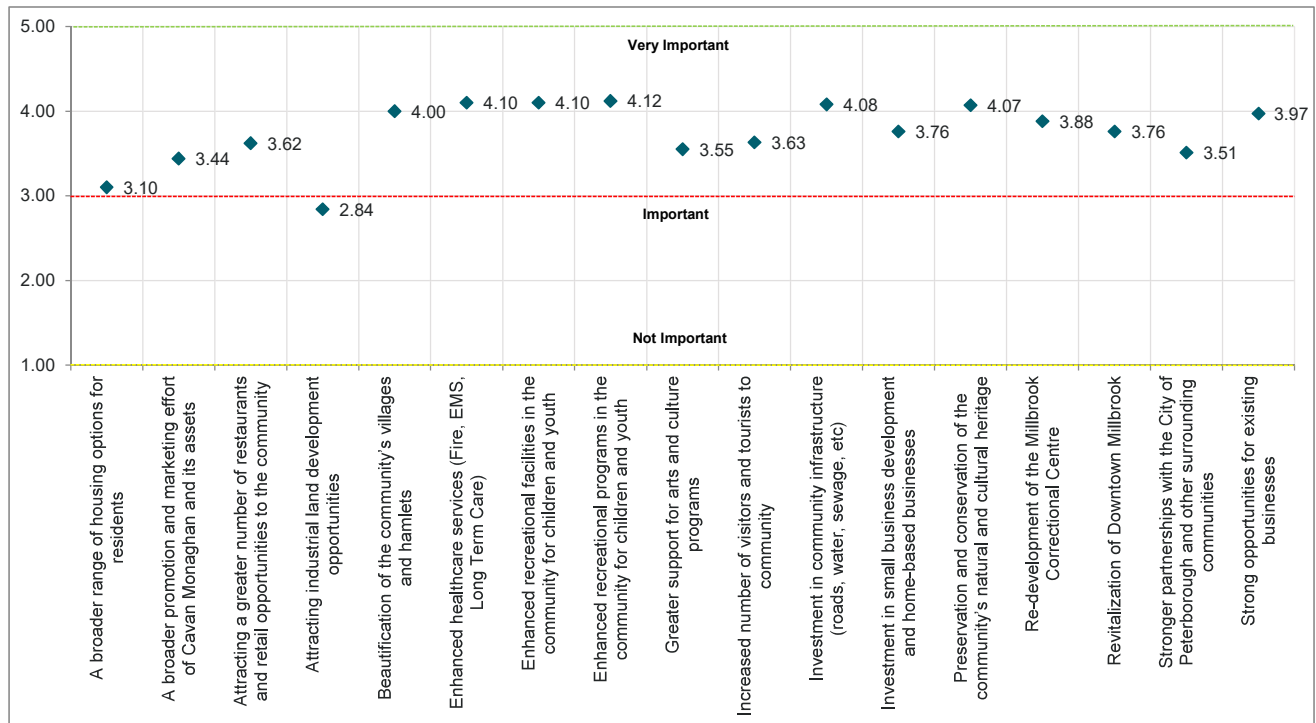
When asked “What opportunities are available to differentiate from other communities”, community respondents suggested that Cavan Monaghan has the opportunity to reuse several of their older historic buildings noting the Needler’s Mill and the Millbrook Correctional Facility as two potential opportunities to expand their culture and recreation facilities. The community also noted that the airport provides the opportunity for business investment.

The community also added that the Township should capitalize on changing demographic trends by providing more arts, recreation and facilities that will encourage youth to stay and provide activities for retirees and seniors. When asked how the Township can continue to better plan for the future the community responded almost unanimously to continue involving the community in municipal decisions and to set priorities on moving forward.



In Figure 11, the community was asked to rate (1 being not important, 5 being very important) the following factors provided and their importance to the future growth of Cavan Monaghan.

**Figure 11: Average Importance Ratings for Factors toward Future Growth**



Attracting industrial development opportunities is the least important issue to the community, as shown in Figure 11. The community places large importance towards recreational facilities and programs as well as police services, public infrastructure and preservation of natural and cultural heritage.



# Interview Summary

Between July and August, 2011 telephone and in-person interviews were conducted with key stakeholders in Cavan Monaghan. Key stakeholders included: residents, businesses, community organizations, Township Staff and Council.

## Interviews Completed:

1. Mayor
2. Deputy Mayor
3. Councillor Cavan Ward
4. Councillor Millbrook Ward
5. Councillor North Monaghan Ward
6. Planning/By-Law Enforcement Staff
7. Parks and Recreation/Community Economic Development Staff
8. Fire Chief and Deputy Fire Chief
9. Roads & Environmental Services Staff
10. 4<sup>th</sup> Line Theatre
11. Cavan Monaghan Heritage Committee
12. Millbrook Dam/Needler's Mill Steering Committee
13. Cavan Monaghan Libraries
14. Millbrook Business Improvement Area
15. Phantoms Track and Field Club
16. Millbrook Community Care
17. Maple Leaf Soccer
18. Millbrook Royal Canadian Legion
19. North Cavan Public School
20. Millbrook Minor Hockey Association
21. Village Gallery Originals
22. Millbrook Chamber of Commerce
23. Cavan Monaghan Independent Artist
24. Millbrook Community Garden
25. Old Millbrook School Family Centre



### Question 1: Use three words to describe Cavan Monaghan

Historic	Unique	Fractured
	Diverse	People
Scenic	Scenic	Unique
Welcoming	Upper-middle Class	Farming
Historic	Past	Small Town
Passionate	Present	Artistic
Family	Future	Picturesque
Community Loving	Nature	Under-served
Passionate	Beauty	Undiscovered
Rural	Opportunity	Residential
Tight Knit	Agrarian	Commercial
Picturesque	Scenic	Community Spirit
Beautiful	Tranquil	Growing
Culturally Diverse	Countryside	Youthful
Leaders	Peaceful	Community
Farmland	Friendly	
Hills	Green	

### Question 2: What is Cavan Monaghan's most valuable community asset?

The natural environment was named the most valuable community asset most frequently in the interviews. The scenic rural environment, the parks, trails and forests were assets that were also valued by community respondents. The local agriculture industry was also cited as an asset that is underappreciated in the community. Promoting the farmer's market and linking consumers with producers is an opportunity in Cavan Monaghan. Other important community assets that were identified by interview respondents included the Cavan Monaghan libraries as they provide valuable space and programs for all residents.

The artistic community was also mentioned a number of times as the most valuable asset in the community because artists are considered to enhance the uniqueness of Cavan Monaghan and contribute to the character of the community. 4<sup>th</sup> Line Theatre was mentioned numerous times as another aspect of the community that is valued, as it profiles the regional history of the community, and works to share it with broader audiences.

The people assets in the community, including volunteers and an engaged citizenry, were suggested as the most important community assets in Cavan Monaghan. The perception is that people are the core of the community and they work together to move community initiatives forward. While there are some concerns over the dwindling volunteer base (as they are aging and the younger generation is harder to engage), there was also a cited 'resurgence' of volunteers in Cavan Monaghan. It was suggested that people tend to rally around issues that they are passionate about and that have an effect on the community.

One of the other community assets discussed included downtown Millbrook. Some community members who were interviewed believed that downtown Millbrook is the hub of Cavan Monaghan and that it contributes to the self-sufficiency of the township. In addition, interviewees suggested that downtown Millbrook has a number of unique heritage buildings that should be preserved and celebrated.



### **Question 3: What makes Cavan Monaghan a unique place to (live/work/invest)?**

Interviewees believed that one of the most unique aspects of Cavan Monaghan is the township's history and heritage. Interviewees suggested that there are a number of historic family farms still in existence in the community that should be protected. In addition, specific sites such as the former Millbrook Correctional Facility, Needler's Mill and Dam, and the heritage buildings throughout the township were cited by interviewees as contributing to the uniqueness of Cavan Monaghan.

Cavan Monaghan is also viewed as unique because it has managed to retain the small town and rural atmosphere. The strong quality of place assets and amenities in the community are considered important to attracting new residents and businesses to the area. In addition, the community is viewed as creative, given the number of artists in the township, which adds to the uniqueness of living in Cavan Monaghan.

The township also benefits from its proximity to larger urban centres and the Greater Toronto Area. There are a number of transportation linkages; including highways, GO service and the Peterborough Municipal Airport that connect the township to other regional and provincial communities.

The perception that there are not a lot of employment opportunities in Cavan Monaghan was highlighted by the interviewees as a weakness in the community. Moreover, concern was expressed that employment in the community is very low and most people commute out of the township to access jobs, unless they are self-employed. For those who are self-employed, the location of the township is important given critical access to markets.

### **Question 4: What are the community's major strengths?**

Respondents believed that one of the community's major strengths is its location. Being in proximity to large urban centres such as the City of Peterborough and Oshawa, as well as other municipalities in the Greater Toronto Area provides economic opportunities for the township. There are also strong existing transportation linkages and roads connecting the township, as well as, planned infrastructure for the future (GO train and 407 extension that will be important to future growth).

A sense of resilience was also identified as a community strength, as well as a sense of community. These two aspects were discussed in parallel as respondents suggested that there is a strong community base in Cavan Monaghan. Interview respondents generally suggested that despite a number of disagreements, if the community needs to stand together it will.

The Oak Ridges Moraine was identified as a strong natural feature, as well as the other environmental features in the township. There are also a number of interesting businesses in Cavan Monaghan. Interviewees mentioned Voyageur Canoe, the Buffalo farm, Pastry Peddler and 4<sup>th</sup> Line Theatre as strong businesses in the community.

### **Question 5: How is the community changing?**

The majority of interviewees felt that the most significant way the community was changing was the changing dynamics of the community characterized by the influx of



new and young families and the aging population. The interviewees also felt that the growth pressure and expected population change in the community was also going to have a significant impact on Cavan Monaghan. Some interviewees greeted this idea with resistance as they did not want to see change or growth in the community, while other interviewees suggested that growth and change are acceptable if it is done in a sustainable, responsible manner. The purchase of land on speculation by developers and individuals outside of the community was also expressed as an area of concern by some interviewees.

Younger families were also viewed by interviewees as possibly having more fresh ideas and energy, yet more efforts to engage them around community issues and events are needed. This was tied to the notion that an increase in volunteers is needed and that cooperation between individuals, groups and organizations has grown in the past 5 years and that every opportunity must be taken to reinforce this.

Interviewees also suggested that the community is a place where wind turbines are being considered and while alternative energy is viewed as important, wind turbines are perceived as detrimental.

#### **Question 6: What are the key services needed to address such changes?**

The key services needed to address the changes discussed in the previous question include:

- Infrastructure improvements to accommodate the aging population
- Parks and recreation for youth and children
- Services for seniors and retirees

Generally, interview respondents suggested that there is a lack of recreational facilities to match the big sports community in Cavan Monaghan. Respondents suggested that as there is an influx of younger families, having recreational amenities for children and youth are important to social cohesion. In addition, it was generally felt that the parks are well-used, but space is always booked and meeting rooms and multi-use space is always difficult to find and reserve in the community. The soccer field was highlighted as a piece of recreational infrastructure that required upgrading. In addition, affordable housing, sidewalks, transportation and other services were listed as needs for seniors and retirees.

#### **Question 7: What local/regional assets can be better leveraged?**

Local and regional assets that interviewees believed could be better leveraged included the following:

- The artist community
- Millbrook Correctional Facility
- People assets (volunteers, youth, retirees)
- Volunteer networks
- Community organizations





- Community garden – they are viewed as a progressive, forward thinking organization
- Women's Institute in Mt. Pleasant
- Cham Shan Buddhist Temple and Retreat
- Snowmobile trails/hiking trails

**Question 8: Where should Cavan Monaghan focus business development/attraction efforts over the next 5 (or 10) years?**

The majority of interviewees believed that business development efforts should be focussed on Millbrook. Many interviewees viewed Millbrook as the 'hub' of the community and believed that residential and commercial growth should be concentrated there. However, a minimal number of interviewees believed that development should be focussed on both Millbrook and Frasersville.

The need for additional commercial growth was discussed as an important need for Millbrook as the main street has seen a high turnover of businesses in the last few years. Part of the issue that was highlighted with this turnover of businesses is that Cavan Monaghan and more specifically, Millbrook is not viewed as a 'destination'. Overall, the need to attract businesses such as light industrial to the north end of the township, or near the airport and rail line was viewed as important.

**Question 9: What opportunities are there to stimulate growth and new investments in the area? What assets are there to support this?**

- Location and access to highways 115, 7, 28, 401 and the future 407 extension.
- Peterborough Municipal Airport – new businesses (commercial, light industrial and retail) can grow around this area
- Millbrook Correctional Facility redevelopment could attract businesses
- Keeping taxes low in Cavan Monaghan
- Building off of the artistic community and leveraging the heritage main street in Millbrook as a film production location
- Implementation of a recreational facility, redeveloped athletic fields, which could spur commercial development (retail, small businesses, restaurants, etc.)
- Revitalization of heritage sites and properties

**Question 10: What opportunities exist for the community to capitalize on retiring Ontarians; or new residents coming to the area?**

The top issue in Cavan Monaghan pertaining to the retiree demographic is transportation. It was discussed that seniors and retirees in the community have limited transportation options. Interview respondents suggested that Community Care does a good job providing services to transport seniors around the community, however, additional transportation services were deemed necessary. A bus service to Peterborough was also viewed as critical because access to healthcare is challenging otherwise. Interviewees alluded to a bus service that was tried in the past, but was deemed 'not cost effective'. Sidewalks were also highlighted as requiring better



clearing for walking in the winter; however, respondents suggested that many roads in the township do not have sidewalks.

In regards to new residents, it was suggested that the need for a proactive information centre to provide maps, attractions, services and recreation is important.

**Question 11: What programs/services/infrastructure is needed to best serve the community over the next 5 (or 10) years?**

The following is a list of programs/services and infrastructure that interviewees viewed as necessary to best serve the community over the next 5-10 years:

- Recreational facilities (for all residents)
- Transportation (for children and seniors)
- Community space (for recreational and cultural activities)
- Additional medical services
- Affordable housing
- More senior's housing
- Children's services and Day Care
- Tourism infrastructure: Bed and Breakfasts, restaurants, etc.

**Question 12: What is your vision for the township?**

The most common responses to the desired vision for the township included the following:

- Managed growth
- A place of environmental sustainability and protection
- The promotion of the township's culture, heritage and history

The overall sentiment was that the community could benefit from enhanced growth, yet amidst this growth, the community has to retain its uniqueness, rural character, heritage and beauty, which are highly valued aspects of Cavan Monaghan.

Preservation of the rural and agricultural lifestyle in the community was also cited as an important inclusion in the community's vision for Cavan Monaghan.

Some interviewees stated that having a vibrant main street is important to making the township a destination for people to live, work and play.

**Question 13: Township Staff & Council: In your current role in your department what is your vision for the township? What do you want your department to be known for?**

Township Staff & Council provided their input as to what their vision was for Cavan Monaghan:

- The Township provides excellent customer service
- The Township provides leadership and Council is a visionary driving force that encourages Staff and the community to get involved
- Forward looking priority planning documents



- Stay ahead of growth, not behind it
- Facilities are upgraded and new (recreation, water, etc.)
- Good roads/Good road system, in good condition
- The community is engaged with the Township, greater participation from residents in North Monaghan
- Good Official Plan
- Modernized, energy efficient community
- A plan for snow clearing
- Well-planned, organized and financially stable community
- Capitalize on the highway corridors and transportation linkages for economic growth



# Focus Group Results

**Queen's University Executive Decision Centre**

**Facilitators: Erik Lockhart, Lauren Millier, Nirvana Micoo**

**Ph#: 613 533-6681**

**E-mail: [elockhart@business.queensu.ca](mailto:elockhart@business.queensu.ca)**

**September 26<sup>th</sup>, 2011**



# Executive Summary

Attached are meeting proceedings from focus groups in the Township of Cavan Monaghan held on September 26, 2011. The purpose of the sessions was to solicit input and advice from the broader community on the future priorities of the Township. The group explored the following questions:

1. What is your vision for the community? If in 2021, Cavan Monaghan had achieved its goals - What would it look like?
2. Barriers. What constrains the community's ability to achieve this vision?
3. What does Cavan Monaghan need to do achieve this vision? What are the priorities for the next 3 years?
4. What is the role of the Township (the "Corporation") in addressing the above priorities?

## Participants

**Afternoon – 10 participants**

**Evening – 13 participants**

Q1. By 2021, <b>success in our community</b> would mean we have the following in place:
---

### Afternoon Group

1. **Community centre** built
2. **Downtown revitalized.**
3. **Thriving agricultural community** producing diverse crops and produce to "buy in" to local foods culture
4. **Smart development.** Millbrook expanded by 350 homes
5. **Local jobs.** industrial areas are used to have new factories/business' attracted to area

### Evening Group

1. **Responsible growth.** Controlled housing development that does not negatively impact the area's environment and does not overload the area's services.
2. **Farmland Development.** Large farmland remains untouched and productive, while small farms in the area could be developed for commercial and residential applications.
3. **Balanced distribution of OLG Money:** put slot monies back into the community so that all people can benefit!
4. **Updated infrastructure** to accommodate growth i.e. roads, sewer and water systems.
5. **Commercial & industrial development** is ongoing in the Cavan-Fraserville area as well as adjacent to the airport ...The airport plays a major role in providing employment lands.
6. A **recreation complex** that meets the needs of the community with programming for all age groups.

Q2. The top <b>barriers</b> to moving forward are:	Afternoon	Evening	Total
--	-----------	---------	-------



1. Split Township: Millbrook = hub and outlying areas feel left out	4	10	14
2. Lack of vision and willpower	8	4	12
3. Lack of official plan	4	8	12
4. Red tape and regulation	2	7	9
5. Marketing and awareness	6	2	8
6. Changing demographics, aging population	5	2	7

Q3. The **Top Priorities** for the next three years are:

Afternoon Group

Priority	Role of Township
1. Put in place a smart, cohesive Official Plan ...expand township slowly and with vision	Major (Champion)
2. Recreation facilities including community centre	Major (Champion)
3. Revitalize downtown Millbrook: Mill/dam/Heritage District/Business	Enabler along with the businesses, community groups
4. Innovative economic development	ECD Dept. is the champion

Evening Group

Priority	Role of Township
1. Focus on official plan	Major (Champion)
2. Recreational facilities to keep youth involved in the community and encourage more community unity	Major (Champion)
3. Road improvement ...Maintain roads and the areas adjacent.	Major (Champion)
4. Fraserville and airport area development including services (i.e.; water electrical, sewers etc.)	Major (Champion)

Editor's Notes:

- The notes in this Executive Summary provide a summary of the findings from each session. Given the variety in each focus group, the summary above should be considered directional in nature and is by no means a scientific comparison.
- The symbol // indicates that two similar ideas have been merged together.
- This document contains the meeting proceedings and is not intended as a "Final Report"



## Group 1 (Afternoon Session)

### Question 1: Vision for the Township (Brainstorm)

Imagine it is September 2021 and Cavan Monaghan has achieved its goals.

What does it look like? What are some of the elements/characteristics of the Township?

We will know that the Township has been successful when we have the following in place...?

What are the SEVEN most COMPELLING elements of this future state...

#### Voting Results

Multiple Selection (maximum choices = 7) (Allow bypass)

Number of ballot items: 38

Total number of voters (N): 11

<u>#votes</u>	<u>Idea</u>
6	1. Community centre built
6	2. Downtown area has been revitalized -all retail stores are now full and operational-a mix where the citizens will come and shop and visit with others ... every store is rented
5	3. Thriving agricultural community producing diverse crops and produce to "buy in" to local foods culture
4	4. Heritage District established ... heritage district designation and recognition as destination for tourism
3	5. Correctional Facility redeveloped
3	6. Dam rebuilt
3	7. Correction Facility developed into vibrant center with markets, arts, cafes,
3	8. Needler's Mill restored ... Needler's Mill generating power ...the dam and the mill restored
3	9. Millbrook expanded by 350 homes ... new houses are built to fill in the unoccupied areas in the Village
3	10. Industrial areas are used to have new factories/business' attracted to area
3	11. A healthy and protected natural environment including parks and walking trails, along with local businesses offering jobs, and concentrated residential development that does not stretch municipal budgets to service
3	12. 4th Line Theatre, the jewel of the region





- 2 13. Heritage village recognized to encourage tourism
- 2 14. A recognized identity beyond our borders as a progressive area that protects its greatest assets: its nature and its effectively planned communities
- 2 15. Bicycle friendly roads and highways- wide paved shoulders
- 2 16. That there is a balance of houses, businesses, recreational centres, and industry in the township
- 2 17. Downtown core revitalized. Downtown stores restored to original state. Village developed as a Centre for the Arts...All age recreation centre, wading pools
- 2 18. Amphitheatre added to pond/dam/mill/trails system for added tourism draw.
- 2 19. Vibrant arts community with place(s) to exhibit
- 2 20. Village centered development with viable agriculture maintained
- 2 21. Maintenance of green space
- 1 22. That we are not a bedroom community
- 1 23. What is the status on Fraserville? Will there be water and sewer?
- 1 24. Cavan Monaghan part of Peterborough Federally and Provincially (rather than Kawartha Lakes Halliburton Brock et al)
- 1 25. What are the plans for the farm bought on the 8th line, for water for the Fraserville area?
- 1 26. Sports centre that attracts both youth and adults and offers space for team sports and also meeting/fitness/performance
- 1 27. Public transit connections - bus and rail to and Peterborough
- 1 28. Environmentally friendly and sustainable development where we can potentially use the dam to produce our own energy
- 1 29. Expanded trail system // expanded trail system
- 1 30. The merchants have a strong organization that promotes the village
- 1 31. Current businesses expanded and new businesses added
- 1 32. Innovative business destination - attractive for entrepreneurs
- 0 33. Citizens actively engaged in beautification projects/ gardens, parks, homes
- 0 34. Ian lowers his prices!
- 0 35. The variety and store types give people a reason to visit Millbrook
- 0 36. Every store is in good repair



## 1.a) Vision for the Township (refinement)

The group discussed the top 17 (>2 votes), merged the similars and then identified which ones are truly make or break in the next 2-3 years and the future success of the Township (XXX)

### 1. XXX Community centre built

**2. XXX Downtown revitalized** - Downtown area has been revitalized -all retail stores are now full and operational-a mix where the citizens will come and shop and visit with others ... every store is rented and local businesses offering jobs,

- Heritage District established ... heritage district designation and recognition as destination for tourism.
- Needler's Mill restored ... Needler's Mill generating power ...the dam and the mill restored e.g. amphitheatre added to pond/dam/mill/trails system for added tourism draw.
- Downtown core revitalized. Downtown stores restored to original state. Village developed as a Centre for the Arts...All age recreation centre with wading pools.
- Village centered development with viable agriculture maintained.
- Heritage village recognized to encourage tourism.

**3. XXX Agriculture** - Thriving agricultural community producing diverse crops and produce to "buy in" to local foods culture.

**4. XXX Smart development** - Millbrook expanded by 350 homes ... new houses are built to fill in the unoccupied areas in the Village and concentrated residential development that does not stretch municipal budgets to service.

**5. XXX Local jobs** - Industrial areas are used to have new factories/business' attracted to area and local businesses offering jobs.

**6. Correction facility developed** - into vibrant center with markets, arts, cafes,

**7. Green** - A healthy and protected natural environment including parks and walking trails, ...Bicycle friendly roads and highways- wide paved shoulders

**8. Arts** - Vibrant arts community with place(s) to exhibit ... 4th Line Theatre the jewel of the region.

**9. Balance** - there is a balance of houses, businesses, recreational centres, agriculture and industry in the township.



## Question 2: Barriers

What constrains the community's ability to achieve this vision?

\* If we could only address FIVE of these

### Voting Results

Multiple Selection (maximum choices = 5) (Allow bypass)

Number of ballot items: 12

Total number of voters (N): 12

### #votes Idea

- |   |   |
|---|---|
| 8 | 1. Lack of vision and willpower ...We need passion and enthusiasm on an individual and political level. ..We are behind in our planning vision ... Need to move faster to catch up.             |
| 7 | 2. Money and financial planning.  |
| 6 | 3. Developers buying up property on speculation.  |
| 6 | 4. Marketing: we need an identity and OP to generate external awareness.  |
| 5 | 5. Changing demographics.....aging population ...Small population base ...Lack of committed citizen's groups with energy to drive these projects and liaise with council.                       |
| 5 | 6. Politics: In the wrong riding... unlike the rest of Peterborough.  |
| 5 | 7. New economy - are we positioned / ready for the new economy? (e.g. sustainable).   |
| 4 | 8. Lack of Official Plan.   |
| 4 | 9. Split township (Millbrook perceived as hub and sometimes outlying areas feel left out) ...We need ongoing clear communication with whole community for awareness and (ultimately) consensus. |
| 3 | 10. Servicing in other area i.e. North Monaghan ... lack of services in North Monaghan where light industrial might be located near airport and along North Monaghan Parkway.                   |
| 2 | 11. Not adhering to planning policy once it is in place and lack of coordination.   |



### Question 3: Priorities (3 years)

Strategic Agenda for the Township - 2012-2014 \*\*\*

What does Cavan Monaghan need to focus on in the next three years?

What are the FOUR most important?

#### Voting Results

Multiple Selection (maximum choices = 4) (Allow bypass)

Number of ballot items: 10

Total number of voters (N): 11

#### #votes Idea

- |   |  |
|---|--|
| 9 | 1. Put in place a smart, cohesive Official Plan ...expand township slowly and with vision -not like a Brooklin.  |
| 7 | 2. Recreation facilities including community centre.   |
| 6 | 3. Revitalize downtown Millbrook -Mill/dam/Heritage District/Business.   |
| 6 | 4. Innovative Economic Development - create attractive environment and incentives for start-up and market the opportunities. <ul style="list-style-type: none"><li>• Foster business area associations and residential area associations.</li></ul>  |
| 4 | 5. Green Vision: e.g. trails, green space, paved shoulders, types of businesses.   |
| 4 | 6. Community building - throughout the township (sense of community - bringing all the parts together). <ul style="list-style-type: none"><li>• Set up a way of communicating issues and decisions clearly to the whole of the area- consulting with the community.</li><li>• Foster business area associations and residential area associations.</li></ul> |
| 4 | 7. Protect farmland, encourage farming.  |
| 3 | 8. Attract light industry to north end of township.  |
| 0 | 10. Infrastructure / improved public works yard.   |

**Note: prior to voting, the group brainstormed ideas and then merged the similar items.**

**Below in non-bold are the merged items. These items are ordered as they were originally brainstormed (i.e. not as they were ranked by the group). Items that did not have any ideas merged are not included.**



## **2. Put in place a smart, cohesive Official Plan ...expand township slowly and with vision - not like a Brooklin.**

- Completion of Official Plan.
- Official Plan reflecting the Vision for the township.
- Revitalize economy by planning for industry, agriculture, businesses jobs and such things as the Mill redevelopment and community centre.

## **3. Recreation facilities including community centre**

- Community centre to attract population.

## **6. Revitalize downtown Millbrook -Mill/dam/Heritage District/Business**

- Vigorous revitalization of Millbrook as economic, unique centre - way more interesting than shopping etc. elsewhere.

## Question 4: Role of the Corporation

Step 1: What does Cavan Monaghan need to focus on in the next three years?

### **Step 2: What is the ROLE of the Township?**

Step 3: Implementation: How can we make this happen?

<b>Priority</b>	<b>Role of Township</b>
5. Put in place a smart, cohesive Official Plan ...expand township slowly and with vision	Major (Champion)
6. Recreation facilities including community centre	Major (Champion)
7. Revitalize downtown Millbrook: Mill/dam/Heritage District/Business	Enabler along with the businesses, community groups
8. Innovative economic development - create attractive environment and incentives for start-up and market the opportunities	ECD Dept. is the champion

## Question 4.a: Implementation Ideas

Step 1: What does Cavan Monaghan need to focus on in the next three years?

Step 2: what is the ROLE of the Township?

### **Step 3: Implementation: How can we make this happen?**

For each of our top priorities...How can we make this happen? How can the Township more effectively support and act on the priorities? (actions, strategies, next steps)

**PRIORITY: Put in place a smart, cohesive Official Plan ...expand township slowly and with vision - not like a Brooklin**

\* Role of the Township: Major - Township is the Champion





9. Revitalize the mill/dam trails to promote tourism in the area
10. Work to replace arena and develop the site into a market/art/restaurant space

**PRIORITY: Innovative economic development to create attractive environment and incentives for start-up and market the opportunities**

\* Role of the Township: Major... ECD Dept. is the champion

**Suggestion Initiatives (these were not ranked or debriefed in any detail)**

1. Foster business area associations and residential area associations.
2. Attract light industry to north end of township
3. Work with Millbrook BIA to promote Millbrook within and Outside the Township.
4. Input from new economic development officer on how to promote businesses in the area.
5. Foster job /industry creation by any means
6. Resolve the correctional lands issue ... Continue to work toward Commercial Research use for jail lands and NOT residential!! ...Plan and recruit for innovative cluster at former Correctional Centre land and encourage with incentives 'dry' industry along County road 28, and near airport and North Monaghan Pkwy
7. Resolve the correctional facility lands issue

## Session 1: Summary Discussion

The group identified the following summary themes of the discussion:

- **Securing a prosperous and healthy future for Township**
- **Official Plan: must get done and must protect natural resources of Township**
- **Development must be smart & sustainable**
- **Demographic challenge (need more “babies”)**
- **The economy is key**
- **We need to identify what is our “hook” that makes us unique and compelling for people to come here (branding our differentiable identity)? *Attractor factor***



## Group 2 (Evening Session)

### Question 1: Vision for the Township (brainstorm)

Imagine it is September 2021 and Cavan Monaghan has achieved its goals.

What does it look like? What are some of the elements/characteristics of the Township?

We will know that the Township has been successful when we have the following in place...?

What are the EIGHT most COMPELLING elements of this future state...

#### Voting Results

Multiple Selection (maximum choices = 8) (Allow bypass)

Number of ballot items: 35

Total number of voters (N): 14

#### #votes Idea

- |   |  |
|---|--|
| 8 | 1. A recreation complex that meets the needs of the community with programming for all age groups // Increased recreational sport complex i.e. soccer fields, hockey arenas etc., social venues so that the younger generation truly lives and "plays" in the community.             |
| 7 | 2. Large farmland remains untouched and productive, while small farms in the area could be developed for commercial and residential applications.  |
| 7 | 3. Updated infrastructure to accommodate growth i.e. sewer and water systems.  |
| 7 | 4. Put slot monies back into the community...so that all people can benefit!!!<br>.... 3 million dollars in SLOTS (on average) revenue should be used for the entire community // Money from SLOTS could be utilized for development outside of Millbrook as well as in the village. |
| 6 | 5. Rural roads improved. ... Improved road conditions and maintenance schedule that addresses road damage on an ongoing basis... All the municipal roads are paved.  |
| 6 | 6. Commercial & industrial development is ongoing in the Cavan-Fraserville area as well as adjacent to the airport.  |
| 6 | 7. The jail lands have become a major source of employment and provider of services to the local population.   |
| 5 | 8. Farmers will be still able to conduct their business in an environmentally friendly manner without fear of harassment from so called tree huggers or those wishing to have walking or RV trails at or near their properties.  |





- 5 9. Controlled housing development that does not negatively impact the area's environment and does not overload the area's services.
- 5 10. The airport plays a major role in providing employment lands.
- 4 11. We know the role of Brookfield development i.e. it's effect on Peterborough, Millbrook and loss of farm land.
- 4 12. Other small businesses in the township to be promoted, NOT just the village of Millbrook as our taxes pay for this promotion as well.
- 4 13. Commercial / professional office complex
- 3 14. The bureaucratic nightmare of trying to get permits will have disappeared and there will be better communication between staff and other departments, namely ORCA and Pet. Co. Fire Dept.
- 3 15. Known as a great place to live whether a family or later in life
- 3 16. Smaller employers with varied experience and activities from small businesses to commercial mid-size employers.
- 3 17. Scrap the green belt
- 3 18. More support for families with young children (i.e. daycare)
- 2 19. A few larger employers have come
- 2 20. Sufficient affordable housing for all ages
- 2 21. Community support for local businesses
- 1 22. More support for senior citizens
- 1 23. Downtown Millbrook has been revitalized
- 1 24. Senior's activity centre
- 1 25. Ongoing support for the arts - visual art, performing art, films, etc...
- 1 26. More parks and land set aside for recreation and nature trails
- 1 27. Weekly farmers market or craft type operations
- 1 28. Accessible buildings and sidewalks
- 1 29. Restricted use of signage
- 1 30. Vibrant retail stores on King St
- 1 31. Community hall in north end of Township
- 0 33. Weekly shuttle bus to Peterborough
- 0 34. Vertical growth
- 0 35. Grocery store in north or east end of township





**10. We know the role of Brookfield development** i.e. It's effect on Peterborough, Millbrook and loss of farm land.

**11. Ease of doing business** - The bureaucratic nightmare of trying to get permits will have disappeared and there will be better communication between staff and other departments, namely ORCA and Pet. Co. Fire Dept.

**12. Quality of Life** - Known as a great place to live whether a family or later in life

## Question 2: Barriers

What constrains the community's ability to achieve this vision?

\* if we could only address FIVE of these

### Voting Results

Multiple Selection (maximum choices = 3) (Allow bypass)

Number of ballot items: 8

Total number of voters (N): 15

### #votes Idea

- |    |   |
|----|---|
| 10 | 1. Township fragmented ...working as a whole community together ...Vision of a community rather than a village. Fraserville has been neglected and it IS a village, and is not great farmland and could be developed ... personal agendas |
| 8  | 2. Lack of a Strategic Plan (or Vision or even an up dated OP would help)   |
| 7  | 3. goals are fundamentally contradictory i.e. more development vs. less development   |
| 7  | 4. Red tape and regulation. e.g. Environmental Assessments,   |
| 4  | 5. Councils Millbrook centred focus ...struggle of town versus township-establishing priorities   |
| 1  | 6. new council  |
| 1  | 7. Information dissemination / communications: I don't know anything about the process to achieve these goals and what my role would be in achieving them. lack of public awareness about the process                                     |

**Note: prior to voting, the group brainstormed ideas and then merged the similar items.**

**Below in non-bold are the merged items. These items are ordered as they were originally brainstormed (i.e. not as they were ranked by the group). Items that did not have any ideas merged are not included.**



### Red tape and regulation. e.g. Environmental Assessments,

- Too much red tape!!!!!!
- Environmental Assessments, in order to move forward there are endless environmental assessments with incredible costs and time, for someone to tell you what should have been simply common sense.

## Question 3: Priorities (3 years)

Strategic Agenda for the Township - 2012-2014 \*\*\*

What does Cavan Monaghan need to focus on in the next three years?

What are the FOUR most important?

### Voting Results

Multiple Selection (maximum choices = 3) (Allow bypass)

Number of ballot items: 7

Total number of voters (N): 15

### #votes Idea

- |    |  |
|----|--|
| 12 | 1. Focus on Official Plan <ul style="list-style-type: none"><li>● Determine if we are pro-development (growth) or pro-stabilization.</li><li>● Focus on the needs of all the residents of the township i.e. youth and seniors.</li></ul> |
| 9  | 2. Recreational facilities to keep youth involved in the community and encourage more community unity  |
| 9  | 3. Road improvement - Maintain roads and the areas adjacent.   |
| 8  | 4. Fraserville and airport area development including services (i.e.; water electrical, sewers etc.)   |
| 6  | 5. Plan to attract economic growth ...Focus on infrastructure and employment opportunities   |
| 0  | 7. Shared promotion of local businesses in the entire community  |

## Question 4: Role of the Corporation

Step 1: What does Cavan Monaghan need to focus on in the next three years?

**Step 2: What is the ROLE of the Township?**

Step 3: Implementation: How can we make this happen?



Priority	Role of Township
1. Focus on Official Plan	Major (Champion)
2. Recreational facilities to keep youth involved in the community and encourage more community unity	Major (Champion)
3. Road improvement ...Maintain roads and the areas adjacent.	Major (Champion)
4. Fraserville and airport area development including services (i.e.; water electrical, sewers etc.)	Major (Champion)

## 4.a) Implementation Ideas

Step 1: What does Cavan Monaghan need to focus on in the next three years?

Step 2: what is the ROLE of the Township?

### **Step 3: Implementation: How can we make this happen?**

For each of our top priorities: How can we make this happen? How can the Township more effectively support and act on the priorities? (actions, strategies, next steps)

#### **PRIORITY: Focus on official plan**

- Determine if we are pro-development (growth) or pro-stabilization
- Focus on the needs of all the residents of the township i.e. youth and seniors

#### **Suggestion Initiatives (these were not ranked or debriefed in any detail)**

1. Current with original status quo
2. Also update and amalgamate the by-laws from the 3 former municipalities

#### **PRIORITY: Recreational facilities to keep youth involved in the community and encourage more community unity**

#### **Suggestion Initiatives (these were not ranked or debriefed in any detail)**

1. Fundraising
2. Finish feasibility study, address issues and execute
3. Identify location, and build
4. Hear what the community is saying, find the land and build the facilities.....the local sport community is willing to roll-up their sleeves and support this endeavour, use their skills and their knowledge and hear their feedback....and just do.
5. Hold a public meeting to review all developments/studies to date- just an information sharing to spark thought
6. Implement the 84 recommendations by some sort of priority
7. Hire recreation worker to organize and coordinate the development of a recreation centre
8. Find appropriate location, easy access to highway for recreational centre



**PRIORITY: Road improvement ...Maintain roads and the areas adjacent.**

**Suggestion Initiatives (these were not ranked or debriefed in any detail)**

1. Continue with current strategy
2. Connect the fragmented pieces of paving together

**PRIORITY: Fraserville and airport area development including services (i.e.; water electrical, sewers etc.)**

**Suggestion Initiatives (these were not ranked or debriefed in any detail)**

1. Re-visit the official plan from previous council as it was previously approved with established funding.