

THE CORPORATION OF THE TOWNSHIP OF



# Rideau Lakes



## STRATEGIC PLAN 2030

[RIDEAULAKES.CA](http://RIDEAULAKES.CA)

## Introduction

Strategic planning is the process of positioning an organization to meet its future goals and objectives. Strategic planning can effectively manage change and define the direction and allocation of resources needed to accomplish the desired outcomes.

Strategic planning has become increasingly important for local governments due to the complex and rapid changes that have occurred in recent years. Strategic planning can assist municipalities in focusing on their priorities amid an otherwise overwhelming ambiguous environment.

Rideau Lakes undertook a significant strategic planning exercise in 2000 following amalgamation. That Strategic Plan largely identified the need to come together and charted a way forward as 'one community'. During this period, many of the ideas and priorities of that document have been achieved. At the same time additional needs and opportunities were identified and acted upon.

In 2024, Council, under the leadership of Mayor Arie Hoogenboom, met with various community stakeholders and staff during a facilitated public session on June 18, 2024 to discuss nine (9) sector areas to be addressed and identified specific actions to be undertaken to achieve the identified goals and objectives through to 2030.

The Sector Areas addressed:

1. Economic Prosperity
2. Environment
3. Infrastructure
4. Planning and Development
5. Quality of Life/Recreation/Heritage
6. Financial Sustainability
7. Community Protection
8. Governance and Administration
9. Agriculture



Rideau Lakes Loon

## Mission Statement

The mission statement identifies the Township's mandate (who we are) and clarifies the municipality's mission and values. The stakeholder's analysis allows the municipality to determine its mission statement and to create responsive and effective strategies.

***“We are a prosperous, growing and progressive community that is economically, socially, and environmentally sustainable.”***



# SECTOR #1

## Economic Prosperity

### Strategic Initiative #1

To create an environment where businesses can thrive.

#### Actions

- A) Address labour force challenges by meeting the demand of the current and future local economy.
  - a. Work directly with local Colleges/Universities to target training programs that directly meet the needs of our businesses.
  - b. Attend High Schools to talk to students and guidance counsellors about the types/number jobs available in various sectors in our area.
  - c. Encourage Rideau Lakes graduates to return home after post-secondary education to start their careers.
- B) Increase availability of accommodations and restaurants by completing a gap analysis.
- C) Promote Rideau Lakes as a Destination
- D) Build on the UNESCO Designation of the Rideau Canal
- E) Increase/build year-round opportunities
- F) Ensure access to health services and schools
- G) Build a sense of Community Pride that creates a year-round business and tourism friendly environment that will be attractive to both investors and tourists.
  - a. Beautification of Villages
  - b. Showcase Heritage
  - c. Promote unique qualities
  - d. Continue the annual Pitch-In spring clean-up day with the community.
  - e. Ensure a clean community by garbage pick-up, litter pick-up, street sweeping, weeding, painting posts, remove outdated posters, tree maintenance, more flowers, etc.
  - f. Take an active approach in enforcing the property standards and signage by-laws to ensure a clean, tidy and maintained appearance throughout the Township.
  - g. Introduce more artwork/sculptures/murals into the Hamlets.



- H) Build partnerships with local businesses and community organizations.
  - a. Maintain and market a comprehensive list of available spaces for rent/lease.
  - b. Continue the “Grow For It” marketing campaign each Spring.
  - c. Continue the Community Improvement Plan.
- I) Establish an Iconic Building/Attraction of the Rideau

### **Strategic Initiative #2**

To identify lands to support development opportunities to increase the Town’s assessment base and support year-round job creation.

#### **Actions**

- A) Explore disposal of surplus lands.
- B) Encourage development of vacant lands.

### **Strategic Initiative #3**

Attract young families to Rideau Lakes.

#### **Actions**

- A) Encourage resources and amenities that young families require.  
Example: Daycare, education, health care, internet.

### **Strategic Initiative #4**

Develop a Tourism Strategy.

#### **Actions**

- A) Include destination/product development
- B) Job creation opportunities.
- C) Include AgriTourism, Shoulder season development, marketing plan (events and festivals), accommodations, retail, restaurants
- D) Create a Trail Network by linking trails to communities and other trails.

## Strategic Initiative #5

Assess investment readiness.

### Actions

- A) Affordable housing options, secondary suites, tiny homes, multi-residential, mixed income housing.
- B) Research, support and pilot retirement and senior living opportunities and support services. Ex. Medical and Health Centres, Transportation, Workforce, home care, walkable communities.

## Strategic Initiative #6

Actively work to retain existing businesses and encourage job growth and expansion opportunities.

### Actions

- A) Cross promotion of businesses – engaged in promoting each other.
- B) Partner with the County Small Business Enterprise Centre’s mentoring program.
- C) Continue offering business workshops and training opportunities.
- D) Promote various grant opportunities for businesses.
- E) Continue to promote Youth Entrepreneurial opportunities. Example: Summer Company.
- F) Promote diversification in our economy and business portfolios using the Gap Analysis.



## SECTOR #2 Environment

### Strategic Initiative #1

Recognize the global climate crisis and actively position Rideau Lakes Township to address this reality.

#### Actions

- A) Create an Environmental Working Group to review/implement the United Counties of Leeds and Grenville (UCLG) Climate Action Plan;
- B) Improve Environmental Awareness in the Township
  - Improve accessibility of lake water quality overview documents on the Township website
  - Add environmental information to welcome packages for new residents, including the Township's environmental vision.
  - Collaborate with environmental stakeholders to design effective educational materials
  - Work with schools to educate the next generation
- C) Develop a Township position of no direct discharge of effluent into Township water bodies.
  - Actively participate on the Village of Westport Technical Steering Committee regarding the Municipal Class Environmental Assessment for the rehabilitation/expansion of the Village's wastewater system.
  - Liaise with the Ministry of the Environment
  - Conduct public meetings on any proposal for discharge of effluent into Township waterbodies.
- D) Develop and improve policies designed to protect the natural environment and wildlife
  - Develop a Tree by-law.
  - Support the Dark Sky initiatives
  - Develop green infrastructure policies
- E) Prior to undertaking all procurement and capital projects determine if therea more environmentally sustainable product or approach.
- F) Complete an energy audit of municipal buildings.



### Strategic Initiative #3

Protect & Improve Surface Water Quality

#### Actions

- A) Work with CA's, Watersheds Canada & other shoreline restoration partners.
- B) Continue diligent Site Plan Control implementation.
- C) Continue mandatory septic reinspection program.
- D) Implement appropriate storm water management measures on all sites, encouraging low cost infiltration.
- E) Oppose any direct sewage effluent discharges to waterbodies.

### Strategic Initiative #4

Protect Ground Water Quality and Quantity Encourage comprehensive testing and analysis of ground water.

#### Actions

- A) Work with other agencies (CA's, County, MOECP) and Queen's University to assess the resource.
- B) Require hydrogeological analysis in support of lot creation applications.  
Undertake village wide hydrogeological studies on a 10 year rotating cycle to monitor changes.

### Strategic Initiative #5

Protect & Conserve Natural Heritage Resources Demand implementation of the County OP policy to complete a refined delineation of the Natural Heritage System.

#### Actions

- A) Support non-profit organizations efforts to acquire and preserve key ecologically significant land.
- B) Support Conservation Authorities efforts to plan for and protect watersheds.
- C) Identify and Implement Opportunities for Lake Access Encourage in depth development of remaining large sites, providing protected user-in-common waterfront areas.
- D) Identify and implement public waterfront open space expansions when possible.
- E) Identify and acquire suitable vehicle / boat trailer parking areas near boat launches.





## Strategic Initiative #6

Identify ways to reduce waste through the creation of various waste reduction programs.

### Actions

- A) Create a Waste Management Master Plan.
- B) Encourage increased recycling by imposing higher garbage bag tag fees...i.e. clear bags
- C) Investigate the savings of moving to bi-weekly garbage pickup.
- D) Encourage residential composting. Use compost in community gardens.
- E) Implement a green shopping bag program.
- F) Support provincial initiatives for full producer pay for recyclables and organics programming
- G) Promotion and education of the 3 R's
- H) Explore the reduction/elimination of single-use plastic bottles and containers.



## SECTOR #3 Infrastructure

### Strategic Initiative #1

Research traffic calming and parking in the villages and on the County roads within the villages to improve traffic safety, promote accessibility and the uptake of sustainable modes of transport, improving livability.

#### Actions

- A) Explore the use of traffic bumps, humps and delineators.
- B) Create a Sidewalk Policy that aims to achieve efficiencies through the use of only one sidewalk per side of the road versus two.
- C) Research other comparable Rural Communities to see what they are doing with regards to providing public transportation (Example: ride share programs) and develop a pilot program in TRL.
- D) Increase Township Road widths to allow safe walking/biking paths, with the intent to link to County roads.

### Strategic Initiative #2

Invest in Broadband and Cell Service Expansion.

#### Actions

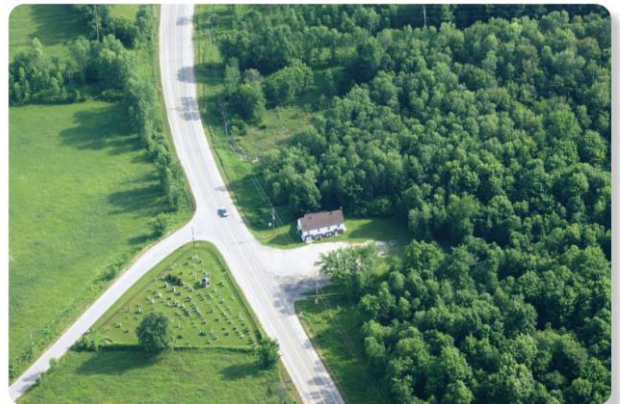
- A) Continue to support the Eastern Ontario Regional Network (EORN) initiatives.

### Strategic Initiative #3

Place an emphasis on Asset Management Planning (AMP) for all municipal assets.

#### Actions

- A) Create new municipal offices in 5 years.
- B) Plan for Facility /Road/Vehicle life cycle maintenance and replacement and create healthy reserves for all assets.
- C) Develop a green infrastructure plan for new vehicles/buildings.



## SECTOR #4 Planning and Development

### Strategic Initiative #1

Investigate opportunities to create diverse housing options in Rideau Lakes including affordable housing, additional rental units, and tiny homes.

#### Actions

- A) Create an Affordable Housing Working Group to look at increasing density and/or shared housing initiatives.
- B) Identify “Township sponsored” sites for development.
- C) Explore new communal/private servicing models.



### Strategic Initiative #2

Respond to changing community interests/needs and improve the Township’s reputation on planning and development.

#### Actions

- D) Review/Update the Official Plan and Zoning Bylaw on an ongoing basis.
- E) Compare Township policies with other comparable communities.
- F) Develop clear, cohesive and user-friendly policy documents.
- G) Create a strong pre-consultation process using all agencies via a Development Review Team approach.
- H) Streamline application/approval processes.
- I) Proactively communicate with the community on processes and rules.
- J) Include thoughtful preservation of the waterfront in policies.
- K) Host summits focused on innovative technologies.

### Strategic Initiative #3

Actively reduce the remaining brownfields/contaminated sites in the Township.

#### Actions

- A) Review the Community Improvement Plan to address Brownfields.
- B) Actively lobby the Ministry of the Environment to approve clean up initiatives.



## SECTOR #5 Quality of Life / Recreation / Heritage

### Strategic Initiative #1

Implement actions of the Recreation Master Plan.

#### Actions

- A) Create a joint committee between Smiths Falls, Westport and Rideau Lakes to develop physical infrastructure in all communities based on identified service needs.
- B) Prioritize the Plan's actions, assign tasks, find funding opportunities, etc.
- C) Continue the communication plan thereby promoting continuous community engagement
- D) Establish a connection with existing community groups and their initiatives.

### Strategic Initiative #2

Provide opportunities that complement the natural environment of the Township.

#### Actions

- A) Develop vacant parkland into more usable recreation space. Ex. multi-generational programs.
- B) Promote/support geocaching, walking trails, kayaking, herbalist, etc.
- C) Tie into Conservation Authority, Biosphere, and Land Trust programs
- D) Build partnerships with cycling, birds, hiking, boardwalks, wetlands tours, etc.
- E) Seek out and encourage the establishment of recreational businesses such as e-cycling, paddle boarding, canoeing.





### Strategic Initiative #3

Creation of group opportunities for those with common interests.

#### Actions

- A) Identify groups that already exist and create a master list. (Example: running/cycling/walking groups) Create a “conduit” for similar interests.
- B) Improve recreational facility offerings for retirees and seniors in our community.

### Strategic Initiative #4

Develop Infrastructure that creates “year-round” opportunities.

#### Actions

- A) Improve shoulder season recreational facility offerings. (Examples: indoor pickleball, walking tracks, indoor basketball, etc.)
- B) Explore/enhance winter festivals, (Skate the Lake, Fall colour tour, Maple Syrup festival, snowmobiling, ice fishing, snow shoeing, etc.)
- C) Discuss potential funding partnerships with neighbouring townships, private sector, community groups, and service clubs to seek out the most cost-effective service delivery of recreation (Ex. Fundraising).
- D) Look at the connectivity and further development of paths/multi use trails and their connections.



## Strategic Initiative #5

Acknowledge the First Nations and Indigenous settlements within Rideau Lakes.

### Actions

- A) Continue to build on the Land Acknowledgement Statement
- B) Host an annual dedication/sacred ceremony
- C) Create reconciliation gardens
- D) Support local Indigenous art and artisans.
- E) Engage in local educational teachings and ties to our history.

## Strategic Initiative #6

Recognize that Arts create a vibrant community and a year-round economic driver.

### Actions

- A) Establish an Arts and Culture working group
- B) Encourage active use of public spaces (permanent easels placed in parks)
- C) Create an environment that supports and encourages artistic activities
- D) Explore the use of murals linked to our heritage.
- E) Support and expand the Rideau Lakes Studio Tours and other art festivals.
- F) Create art programs for youth and seniors.



### Strategic Initiative #3

Preserve environmental built form heritage, natural heritage and oral heritage.

#### Actions

- A) Collectively work with the Library, Red Brick School House, Delta Mill Society to tell our story.
- B) Support the “Doors Open” initiative.
- C) Create a “Love Rideau Lakes” logo and Facebook page and create a “then and now” of historical sites.
- D) Encourage the sustainability of the many lakes and waterways.

### Strategic Initiative #4

To ensure the heritage of our community is protected.

#### Actions

- A) Update all Part IV Municipal Heritage Designations to reflect the updates to the *Ontario Heritage Act*.
- B) Develop an ongoing Maintenance Plan/Reserve Fund to maintain local memorials/monuments. (Cenotaphs, Cemeteries, etc.)
- C) Create a list of cultural assets – non-designated
- D) Encourage owners of heritage buildings to promote the historical significance of their properties with signage.





## SECTOR #6 Financial Sustainability

### Strategic Initiative #1

Ensure that the Township is and remains an affordable place to do business and raise a family.

#### Actions

- A) Maintain a competitive tax rate to attract/retain businesses.
- B) Adopt stringent forecasting measures to allow tighter budgeting practices.
- C) Adopt a debt review of the Corporation to ensure that debt remains manageable.
- D) Complete a Service Delivery Review of Town operations to identify operational savings and revenue opportunities.
- E) Annually update the User Fees and Charges By-law to reflect cost of living.
- F) Be aggressive in seeking out and applying for grant opportunities.
- G) Develop and implement a long term sustainable financial plan with measurable annual targets.
- H) Identify partnerships, shared services and resources with the County.
- I) Address the Infrastructure Gap through the development of a long-term capital financing plan.
- J) Develop policies in consultation with the Municipal Auditor (Reserve, Investment, Financial Controllership)
- K) Create an Internal Finance Committee with two representatives from Council, the CAO, and Treasurer.
- L) Be prudent with Asset Management planning and funding.
- M) Increase our tax base by creating ease for development and building.





## SECTOR #7 Community Protection

### Strategic Initiative #1

Ensure the Fire Service is well equipped to meet the current and future needs of the Township.

#### Actions

- A) Ongoing paid duty fire fighter recruitment
- B) Ongoing monitoring of the Community Risk Assessment.
- C) Ongoing fire fighter training.

### Strategic Initiative #2

Be proactive in implementing the Community Safety and Well Being Plan.

#### Actions

- A) Continue participation on the Municipal Drug Strategy (MDS) Committee
- B) Implement the Administering of Naloxone by the Fire Service
- C) Actively participate on the new OPP Detachment Board
- D) Evaluate and address addiction issues, elder abuse, justice reform, etc.
- E) Improve access to health services including recruitment for doctors/clinics
- F) Promote local senior services to help seniors stay in their homes longer.
- G) Continue to encourage and support new Canadians to move to Rideau Lakes by being culturally inclusive. Create events to welcome newcomers.

### Strategic Initiative #2

Be proactive in our commitment to making Rideau Lakes an accessible community for citizens and visitors.

#### Actions

- A) Understand the accessibility needs of seniors and Ontarians with Disabilities.
- B) Ensure compliance with the *Accessibility for Ontarians with Disabilities Act. (AODA)*.
- C) Perform an accessibility assessment of all municipal properties
- D) Identify and address current barriers to accessibility.
- E) Consider accessibility in all built forms, technology, etc.

### Strategic Initiative #3

Make the Health and Safety of all staff and citizens a key priority.

#### Actions

- A) Ensure compliance with the Occupational Health and Safety Act
- B) Enhance the Health and Safety Program.
- C) Ensure Health and Safety training of staff is a key priority.
- D) Promote awareness of current Health and Safety issues as they arise.
- E) Support the Joint Health and Safety Committee
- F) Offer community training on First Aid/CPR/AED.

### Strategic Initiative #4

Be proactive in Emergency Preparedness.

#### Actions

- A) Conduct Annual Emergency Exercises as mandated.
- B) Create a public education/awareness campaign to promote best practices in how citizens can prepare themselves in the event of an emergency (72-hour kits, etc.)



## **SECTOR #8**

### **Governance and Administration**

#### **Strategic Initiative #1**

Prioritize the use of Strategic Planning as the tool for the Town's long-term planning goals.

##### **Actions**

- A) Attribute annual resources (human and financial) to projects that directly support the Strategic Plan.
- B) Amend the Staff Reports to include a section referencing back to the Strategic Plan.

#### **Strategic Initiative #2**

Review the Fundamental Governance Elements of Rideau Lakes Township

##### **Actions**

- A) Assess the size of Council to determine appropriate size and representation. Example: Study options for reduction, referendum/question on the ballot, survey other municipalities.
- B) Explore various systems i.e.) Maintain Wards or move to an At-Large System
- C) Complete a Service Delivery Review of all Municipal Services

#### **Strategic Initiative #3**

Embrace technology when providing services to residents.

##### **Actions**

- A) Explore options for online payment systems
- B) Explore options for online applications, fillable forms, etc.
- C) Educate Council members on technology (devices, platforms, etc.)
- D) Ensure all forms can be completed and submitted online and that payment for Town services and bills can be made electronically.

## Strategic Initiative #4

Township Council will ensure openness and transparency in its operations.

### Actions

- A) Review and update existing policies on an ongoing basis.
- B) Develop a policy and record tracking of adopted policies to ensure they are reviewed every 5 (or so) years so that they are kept current with the Municipal Act and other legislation as well as the needs of the community.
- C) Ensure compliance with the Council Code of Conduct.
- D) Ensure corporate records are preserved and made accessible to the public.

## Strategic Initiative #5

Explore ways to engage our Youth to become more involved in Community Opportunities.

### Actions

- A) Promote the use of High School Volunteer Hours as part of the Community Enhancement Committee initiatives.
- B) Dedicate at least one (1) youth position on Township CECs.
- C) Create a Youth Citizen of the Year Award to recognize exemplary community service.

## Strategic Initiative #6

Take an active role in public education of Municipal Government.

### Actions

- A) Rotate Council meetings
- B) Promote Local Government Week
- C) Promote citizen engagement via public meetings, deputations, the use of surveys, website, social media, etc.





## SECTOR #9 Agriculture

### Strategic Initiative #1

Ensure that our Agricultural Roots are recognized and celebrated.

#### Actions

- A) Create/resurrect legacy farm awards.
- B) Support the local agricultural fairs by sponsoring class categories.
- C) Support the local 4-H Clubs through annual grants and marketing of their programs.
- D) Encourage local grocery stores to be nominated to the Foodland Ontario Retailer Awards.

### Strategic Initiative #2

Revitalize interest in Agriculture by continuing support for all sectors of the farming industry: dairy, beef, cropping, apiculture, pork, chicken, forestry, fruit, vegetables, flowers, maple syrup, wineries.

#### Actions

- A) Promote farming as a healthy lifestyle.
- B) Promote government programs and educational opportunities.
- C) Support County Plowing Matches, fairs, horse pulls, tractor pulls, etc.
- D) Ensure young farmers are celebrated.
- E) Create, support and promote farmers markets in various hamlets/villages.
- F) Sponsor a bursary/scholarship for a local graduating High School student entering an agricultural related post-secondary program.
- G) Promote agri-food careers.



### Strategic Initiative #3

Reduce barriers to farming and farm related activities.

#### Actions

- A) Explore reducing/removing development charges to farm buildings.
- B) Support farm gate sales by softening zoning setback requirements for road kiosks.

# Appendix A

## Strategic Plan – SWOT

### Economic Prosperity

#### Strengths

- High speed internet
- Natural resources
- Low cost of land
- Affordability
- Resilient long-time businesses
- Business community
- Anchor businesses
- Heritage community
- Rideau canal
- Diversity of business-sectors
- Wide range of experience

#### Weakness

- Lack of home care/medical care
- Ability to age in place
- Small population/tax base
- Geographical size/dispersed population
- Proximity to other towns
- Lack of hotels/convention centres
- Planning and development limitations
- Where is Rideau Lakes on map?
- No centre/no strong centre
- Lack of publicity/hidden gem
- Lack of public transportation
- Attract younger people/retain youth
- Lack of affordable housing
- Lack of jobs
- Lack of tax incentives for businesses

#### Opportunities

- Walkable communities
- Interorganizational coordination & integration of activities to a common goal
- Tourism/eco-tourism, agritourism, heritage tourism, cultural tourism, culinary tourism, cycle tourism
- New housing
- Interconnecting trails
- Linking cruise ships/cruise tourism/major waterway
- Shore excursions
- Experience development
- Shift urban to rural migration
- Younger families

#### Threats

- Aging population
- Climate change
- Agriculture runoffs in lakes
- Environmental issues
- Garbage and recycling
- Natural disasters
- Dependency on US visitation /value of CDN \$/border crossing/travel & access to waterways
- Poverty
- Park closures
- Insensitive over development in housing
- Aging infrastructure (federal and provincial, sewage systems, bridges, technology)
- Federal budget decisions
- Rising prices
- Fossil fuels

## **Planning and Development**

### **Strengths**

- Ability to manage change
- Ability to work on tight timelines
- Strong zoning framework

### **Weakness**

- Limited influence
- Change in provincial direction
- Lack of agency support
- Overlapping jurisdictions
- Lack of communication
- Unclear concept of development and costs
- Disjointed policy approach

### **Opportunities**

- Ability to interpret policies/laws
- Education/info sessions
- Advocacy with agencies and partners
- Development with a clear focus
- Use redevelopment process to achieve net goals

### **Threats**

- Don't make the rules
- Subject to interpretation
- Public perception of redevelopment in Rideau Lakes
- Lack of past history/corporate knowledge
- Competing interests

## **Agriculture**

### **Strengths**

- Family oriented
- Investment in new AG tech
- Environmental farm plans
- Livestock housing

### **Weakness**

- Reduced local food
- Imports
- Public support
- Local education – Farm to Table

### **Opportunities**

- Growth
- New technologies
- Farm repair
- Repurpose old barns
- Farm stands for local food
- Attract local producers

### **Threats**

- Reduced farmland
- Lack of qualified worker
- Lab meat
- Imports
- Bio Security



## **Quality of Life Recreation Heritage**

### **Strengths**

- Water/Lakes
- CEC Involvement
- Staff
- Room for growth
- Recreation agreements
- Volunteers
- Setting (Nature)
- Buildings/Museums
- MPAC Committee
- Service Clubs
- UNESCO

### **Weakness**

- Size of Township
- Distance between communities
- Lack of master plan
- Transportation
- Cost of staffing
- Cost of facilities
- Lack of multigenerational recreation
- Lack of youth programs
- Not enough trails
- Lack of community support
- No central facility
- No indoor facilities
- Lack of funds

### **Opportunities**

- Library use
- Canoe club
- Community halls as meeting place
- Community partnership
- Rotating markets
- Parkland development
- UNESCO – using gyms and youth council
- Facilities (indoor & outdoor)
- Better communication

### **Threats**

- Climate change
- Lack of money/grants
- Wards
- Youth motivation
- Lack of volunteers and staff for programs
- Competition from other municipalities
- Lack of utilities
- Lack of communication
- Clear emergency plan

## **Environment**

### **Strengths**

- Beautiful, natural setting
- UNECSO heritage
- Historical environment commitment

### **Weakness**

- Littering
- Political division
- Lack of environmental expertise in house for the Township
- Lack of future planning for the changing climate
- Development of lake specific policies not tailored to specific lakes
- Policies in relation to the environment too broad

### **Opportunities**

- Improve educational environment
- Collaboration with QUBS
- Create a climate action plan
- Take advantage of producer responsibility for recycling
- Increase public access to lakes
- Improve regulation of fishing tournaments to safeguard lakes/fish
- Tree by-law

### **Threats**

- Provincial government policies
- Changing government
- Weakened conservation authorities
- Climate change
- Overdevelopment of shorelines
- Runoff
- Invasive species

## **Governance and Administration**

### **Strengths**

- 25 years of experience
- Qualified & competent staff
- Young staff
- Upper level relationships

### **Weakness**

- Word structure & composition
- Municipal boundaries
- Lack of KPIs
- Lack of citizen engagement
- Dated by-laws & policies

### **Opportunities**

- Simplified reporting
- Educating public on local government
- Citizen engagement
- Reporting connected to strategic plan

### **Threats**

- Short term reactions
- Lack of long-term planning
- Downloading from province
- Funding reductions from upper level
- Rules surround ICs.

## **Community Protection**

### **Strengths**

- Fire – Volunteer based
- Opp
- Ambulance
- Post office
- Library
- Heritage roots
- Schools
- Trails
- Lakes
- Recreation
- By-Law service
- Golf courses
- Pickleball
- Central location

### **Threats**

- Big industry
- Westport sewer/water
- Lake contamination
- Higher tier government
- Downsizing of emergency services
- Fewer people involved in community
- Seasonal residents
- Transportation

### **Weakness**

- Lack of hard surface roads
- No pool facilities
- Senior population
- Chantry is not centre of community
- Senior homes/care facilities
- Transportation
- Gas stations
- Large community, small population
- Bedroom community
- Red tape
- Wifi

### **Opportunities**

- Empty homes/vacant lots
- Room for business opportunities
- Subdivision development
- Home healthcare
- Promote proximity to other larger communities
- Improved communication
- Wifi



## **Infrastructure**

### **Strengths**

- Roads – hard surfaces, snow clearing
- Community Halls
- Libraries
- Harbours
- Internet Services
- Partnerships with others
- Staff
- Branded signage

### **Weakness**

- No storm sanitary services
- Parking at harbours
- No bike lanes
- Others sources of transportation (buses, taxi)
- Municipal office
- Municipal facilities
- Lack of vision (summer staff)
- Halls, no hvac (old)

### **Opportunities**

- Population growth
- Accommodations (short term & permanent)
- Share resources with other townships
- Better ways to build roads/bridges

### **Threats**

- Climate change – emissions from equipment
- Natural disasters – facilities not equipped to serve public
- Public funding declining and passed to taxpayer
- Short term thinking

## **Financial Sustainability**

### **Strengths**

- Low debt
- Low tax rates
- Competent staff
- Waterfront

### **Weakness**

- Tourism (attraction & accommodation)
- Large geographic area to have enough resources
- Not maintaining existing facilities, boat launches
- Lack of accommodation
- Too dependent on residential taxation – need more commercial
- Low reserves
- Funding restrictions

### **Opportunities**

- Creating a strong reserve policy
- More residents and growth = higher tax base
- Restructuring waterfront properties to year-round residences
- Entice small businesses activity

### **Threats**

- Water and sewer infrastructure
- Mismanaged campgrounds and services
- Inability to attract more small businesses and commercial activity
- Interest rates
- Don't have good enough mix in tax base

- Not enough coordinating for business attraction and tourism attraction
- Limited infrastructure