



THE CORPORATION OF THE TOWNSHIP OF



Rideau Lakes



STRATEGIC PLAN 2030



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 ten (10) 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
6. Financial Sustainability
7. Community Protection
8. Governance and Administration
9. Agriculture
10. Heritage and Culture



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) Develop a strategy to encourage availability of tourist accommodations and restaurant establishments
- B) Promote Rideau Lakes as a Destination
- C) Build on the UNESCO Designation of the Rideau Canal. (Explore business/amenities near lock stations, more public access, work with Parks Canada, etc.)
- D) 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.
 - Beautification of Villages
 - Promote unique qualities. Example: Showcase heritage
 - Continue the annual Pitch-In Spring clean-up day with the community. Consider adding a Fall clean-up day.
 - Ensure a clean community by garbage pick-up, litter pick-up, street sweeping, weeding, painting posts, remove outdated posters, tree maintenance, more flowers, etc.
 - Take an active approach in enforcing the property standards and signage by-laws to ensure a clean, tidy and maintained appearance throughout the Township.
 - Introduce more artwork/sculptures/murals into the Hamlets.
- E) Build partnerships with local businesses and community organizations.
 - Maintain and market a comprehensive list of available spaces for rent/lease.
 - Continue the “Grow for It” marketing campaign each Spring.
 - Continue the Community Improvement Plan. Create companion documents with more details.

Strategic Initiative #2

To identify lands to support development opportunities to increase the Township'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

Increase the population and tax base by capitalizing on the urban to rural migration trend to attract young families to Rideau lakes

Actions

- A) Support the development of 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) Include a plan for advertising Township events and attractions in urban centres.
- C) Job creation opportunities.
- D) Include AgriTourism, Shoulder season development, marketing plan (events and festivals), accommodations, retail, restaurants
- E) Create a Trail Network by linking trails to communities and other trails.

Strategic Initiative #5

Assess the Township's investment readiness.

Actions

- A) Identify social, financial, cultural and environmental challenges that may hinder investment.
- B) Explore affordable housing options, secondary suites, tiny homes, multi- residential, mixed income housing.
- C) 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 to promote Youth Entrepreneurial opportunities. Example: Summer Company.



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 (print and digital forms) 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) Complete an energy audit and building condition assessments of municipal buildings.
- D) Use motion detectors to govern lighting on Township buildings to save energy costs.

Strategic Initiative #2

Protect & Improve Surface Water Quality

Actions

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

Strategic Initiative #3

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

Actions

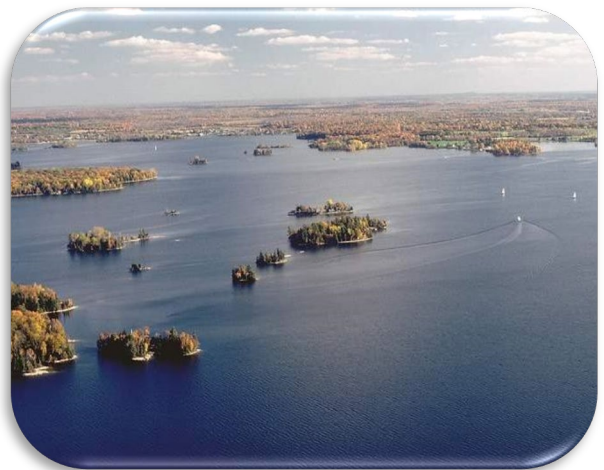
- A) Continue working with other agencies (CA's, County, MOECP) and Queen's University to develop programs that provide additional water quality monitoring programs in the Township.

Strategic Initiative #4

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 public waterfront open space expansions when possible. Work with partners.
- D) Identify and acquire suitable vehicle / boat trailer parking areas near boat launches. Work with partners.



Strategic Initiative #5

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

Actions

- A) Create a Waste Management Master Plan.
- B) Investigate the savings of moving to bi-weekly garbage pickup.
- C) Encourage residential composting. Use compost in community gardens.
- D) Support provincial initiatives for full producer pay for recyclables and organics programming
- E) Promotion and education of the 3 R's



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 using only one sidewalk per side of the road versus two.
- C) Improve aesthetics of the villages and try to incorporate more green space, trees, etc. Create more pedestrian friendly streetscapes.
- D) Develop a road policy (widths, surfacing, maintenance, sidewalks, speeds, designs, functions, etc.)

Strategic Initiative #2

Invest in Broadband and Cell Service Expansion.

Actions

- A) Continue to support the Eastern Ontario Regional Network (EORN) initiatives.
- B) Adopt a policy for telecommunication tower approvals.
- C) Consider other municipal lands for possible cell towers.

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) Obtain formal condition assessments of Township assets.



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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) 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

- A) Review/Update the Official Plan and Zoning Bylaw as legislated.
- B) Compare Township policies with other comparable communities.
- C) Develop clear, cohesive and user-friendly policy documents with easy-to-follow processes.
- D) Create a strong pre-consultation process using all agencies via a Development Review Team approach.
- E) Streamline application/approval processes.
- F) Proactively communicate with the community on processes and rules.
- G) Explore alternative approval models such as the community planning and permit system.
- H) Communicate at a level residents can understand.

SECTOR #5 Quality of Life / Recreation

Strategic Initiative #1

Implement actions of the Parks and Recreation Master Plan.

Actions

- A) Prioritize the Plan's actions, assign tasks, find funding opportunities, etc.
- B) 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 recreational/cultural interests.

Actions

- A) Improve recreational facility offerings for seniors and youth in our community.

Strategic Initiative #4

Develop Infrastructure that creates “year-round” opportunities.

Actions

- A) Support winter festivals, (Skate the Lake, Fall colour tour, Maple Syrup festival, snowmobiling, ice fishing, snow shoeing, etc.)
- B) 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).
- C) Look at the connectivity and further development of paths/multi use trails and their connections.



Strategic Initiative #5

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

Actions

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



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 proactive 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) Be prudent with Asset Management planning and funding.
- L) 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) Support programs to address addiction issues, elder/domestic abuse, justice reform, etc.
- E) Promote local senior services to help seniors stay in their homes longer.
- F) Continue to encourage and support new Canadians to move to Rideau Lakes by being culturally inclusive. Create events to welcome newcomers.

Strategic Initiative #3

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 and prioritize upgrades
- D) Identify and address current barriers to accessibility.
- E) Consider accessibility in all built forms, technology, etc.

Strategic Initiative #4

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 #5

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.
- C) Regularly update Council on the status of the Strategic Planning Action Items/Workplan.

Strategic Initiative #2

Review the Fundamental Governance Elements of Rideau Lakes Township

Actions

- A) 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 while respecting personal privacy and data security.

Strategic Initiative #4

Township Council will ensure openness and transparency in its operations.

Actions

- A) Review and update existing policies and by-laws on an ongoing basis.
- B) Develop a policy and record tracking of adopted policies to ensure they are reviewed every 5 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.
- E) Develop a comprehensive on-boarding program for new councilors.

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



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.
- E) Create a Mentor/Mentee program for seasoned farmers/new farmers

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) Support farm gate sales by softening zoning setback requirements for road kiosks.

SECTOR #10 Heritage and Culture

Strategic Initiative #1

Acknowledge the First Nations and Indigenous settlements within Rideau Lakes.

Actions

- A) Continue to build on the Land Acknowledgement Statement
- B) Create reconciliation gardens in partnership with Rideau Lakes Horticultural Society
- C) Support local Indigenous art and artisans.
- D) Engage in local educational teachings and ties to our history.
- E) Support Rideau Lakes MHAC initiatives to enhance existing research with Indigenous history and perspectives.
- F) Identify Indigenous sites, update local Storyboards to reflect beyond the most recent 200 years, etc.
- G) Partner to research, document and illustrate indigenous history.

Strategic Initiative #2

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

Actions

- A) Collectively work with the Library, Red Brick School House, Delta Mill Society, MHAC, etc. to tell our story.
- B) Create a “then and now” digital photographic collection of historical sites.
- C) Identify at risk resources. Create action plans and look for adaptive reuse opportunities for built heritage.
- D) Establish the facility requirements for a heritage archival space.

Strategic Initiative #3

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) Ongoing updates to the Properties of Interest list of cultural assets – non-designated
- C) Encourage owners of heritage buildings to promote the historical significance of their properties with signage.
- D) Prioritize pursuing opportunities and addressing challenges identified in the Cultural Heritage Strategic Plan.



Strategic Initiative #4

Ensure that local heritage is promoted and celebrated.

Actions

Continue to support and manage the following initiatives:

- A) Update and print walking and driving brochures as required
- B) Promote driving and walking tours throughout the Township
- C) Update and print historical Rideau Lakes maps as required
- D) Promote boat and canoe tours within the Township
- E) Develop and conduct genealogical tours of cemeteries. Consider digitization of Cemetery Information to enable easy public access for those researching their family history.
- F) Promote the use of the Township archives and Rideau Lakes Heritage Centre database (Lakes and Islands)
- G) Participate in Heritage-related Conferences and Seminars
- H) Invest in Built Heritage properties, specifically those owned by the municipality, to be maintained with reference to enhancing their heritage attributes. Continue, support and fund public places, in particular:
 - Newboro Library c1845,
 - Newboro Community Hall c1865,
 - Elgin's Red Brick School 1887 and the
 - Morton Hall
 - Lower Beverley Lake Park
- I) Enhance these special buildings to increase heritage awareness of their unique attributes (for example, the use of the original name for Victoria Hall (Newboro's Community Hall, constructed as the fair building for the Newboro/North Crosby Agricultural Society, used by the Masons, and subsequently moved to the present site about 100 years ago following a disastrous fire), hiring a heritage architect to consider emphasizing the heritage features of this hall
- J) Ensure that external structures placed on the site of our municipally owned heritage buildings complement the heritage values of those structures, rather than utilitarian buildings - examples would be the functional outbuildings placed beside the designated Newboro Library or proposed outbuildings for the Newboro Community Hall
- K) Conduct presentations at Township historical sites such as the Red Brick School, churches, block houses and historical buildings.
- L) Participate in the annual Provincial Heritage Week at the Rideau District Highschool
- M) Volunteers conduct Tours of Historical Sites
- N) Continue to establish Storyboards throughout the Township
- O) Continue to produce videos illustrating the historical life
- P) Participate in provincial and federal heritage programs such as Doors Open
- Q) Support new initiatives that celebrate local heritage

Strategic Initiative #5

Create a holistic approach to preservation and maintenance of heritage landscapes and properties. (streetscaping, grass cutting, signs, planning and development, sidewalks, corporate services and communications etc.)

Actions

- A) Develop and commit to a plan for heritage streetscapes and landscapes throughout the Township / enhanced protection of natural landscape features
- B) Work with the Community Enhancement Committees (CECs) regarding the beautification and maintenance of built and natural heritage in Rideau Lakes
- C) Work with the County Roads department and Ontario Ministry of Transportation to maintain roadways in consideration of beautification and enhancement of bridges

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 car
- 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
- MHAC 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
- UNESCO 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

- Ward 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 surrounding Integrity Commissioners.

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

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

Threats

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

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